

25  
YEARS



BETTER

TOGETHER

برسبام

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bersama





# ABOUT THIS REPORT

Astro Malaysia Holdings Berhad's ("AMH")

Integrated Annual Report 2021

("IAR2021") provides a holistic, balanced overview

of strategies in place

to manage our Group's material matters

and deliver value for stakeholders

including our customers, employees, community and shareholders,

as well as our financial and operational performance.

Through these enhanced disclosures, investors can

better understand our business

prospects to facilitate their

decision-making process. This report includes financial and

non-financial information that is relevant and accurate as

at the time of publication

pertaining to our Financial Year 2021 ("FY21") covering

the period between 1 February 2020 to

31 January 2021, unless otherwise stated.

## Reporting Principles and Framework

This Integrated Annual Report complies with the Bursa Malaysia Securities Berhad Main Market Listing Requirements ("MMLR") and is guided by the International Integrated Reporting Framework issued by the International Integrated Reporting Council ("IIRC"). The provisions of the Malaysian Code on Corporate Governance 2017 ("MCCG") are also applied, unless otherwise stated in our Corporate Governance Report.

AMH's audited financial statements for FY21 have been prepared in accordance with the Malaysian Financial Reporting Standards (MFRS), the International Financial Reporting Standards (IFRS) and the Companies Act 2016 ("Act").

Our sustainability disclosures encompassing Environmental, Social and Governance ("ESG") are in line with Bursa Malaysia's Sustainability Reporting Guide. Where relevant and possible, we report against the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) and the United Nations Sustainable Development Goals ("UN SDG").

## Scope and Boundaries

The scope of our disclosures encompasses all business entities under our Group, including operations where we have full control and our subsidiaries, and remains unchanged compared to the previous year. These disclosures cover the period from 1 February 2020 to 31 January 2021, unless otherwise stated. Building upon our previous publication, the flow and presentation of IAR2021 has been enhanced to be more concise, providing better insights to our strategy and prospects over the longer term.

## Material Matters and Strategic Drivers

We conducted our materiality assessment in line with MMLR based on stakeholders' input and our business insights, as well as emerging opportunities and risks identified through our risk assessment framework in updating and reaffirming

the material matters for our value creation journey. Our holistic response to these material matters is addressed through Astro's five Strategic Drivers namely Content, Customer, Experience & Technology, Talent as well as Community & Environment, with business strategies developed centering around these Strategic Drivers.

## Approval by Board

Our Board has collectively reviewed this report as guided by the IIRC's International Integrated Reporting Framework and acknowledges its responsibility in ensuring the integrity of this IAR2021, through good governance practices and internal reporting procedures.

## FTSE4GOOD Bursa Malaysia Index

AMH is a founding constituent of the FTSE4GOOD Bursa Malaysia Index, and currently ranks among the Top 10 percentile of media companies assessed by FTSE Russell for overall ESG rating in 2020.

## Forward-looking Statement

This report contains forward-looking statements which are based on current estimates and projections of AMH's management and currently available information. These forward-looking statements relate to the plans, objectives, goals, strategies, future operations and performance of AMH and its subsidiaries. They are not guarantees of the future developments and results outlined as they are dependent on a number of factors which involve various risks, uncertainties and assumptions. Such factors include those laid out in the Key Business Risks on pages 44 to 47 and the Statement on Risk Management and Internal Control ("SORMIC") on pages 142 to 148. As such, AMH provides no representation in respect of these statements and disclaims all liability whatsoever (whether in negligence or otherwise) for any loss, damage, costs or expenses however arising out of or in connection with these statements and this report. AMH does not assume any obligation to update the forward-looking statements contained in this report.

## ASTRO'S FIVE STRATEGIC DRIVERS

### Navigation

We utilise the icons below throughout this report to link our material matters and key business risks to our strategies and outcomes:



Content



Talent



Customer



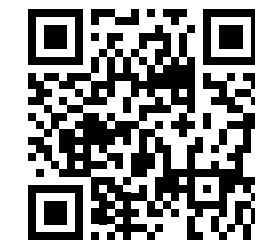
Community & Environment



Experience & Technology

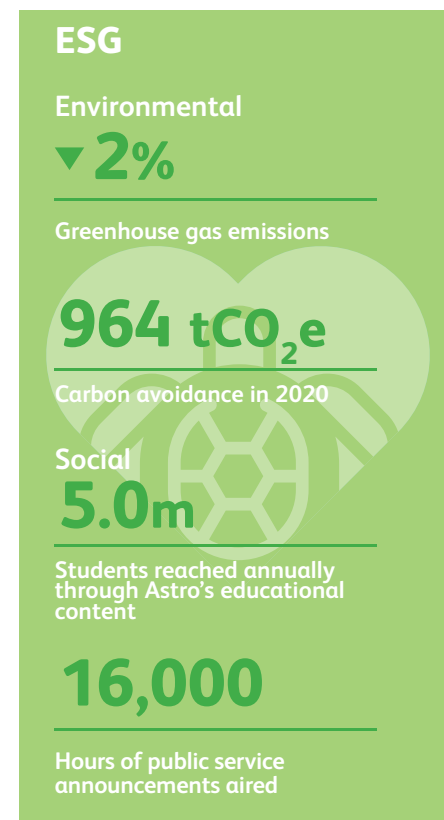
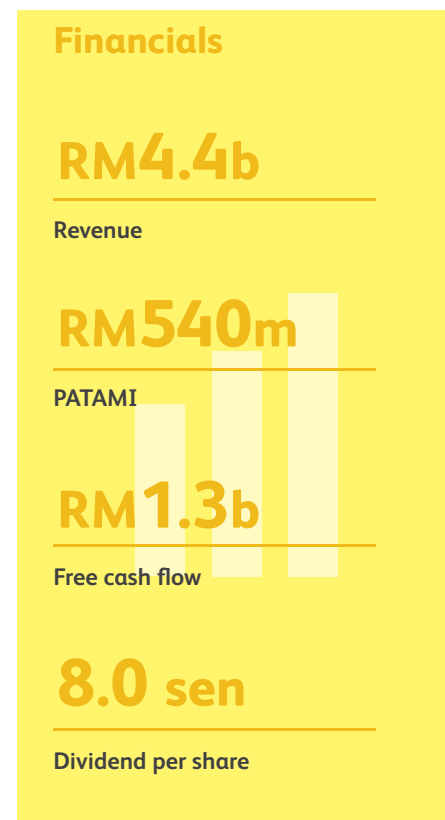
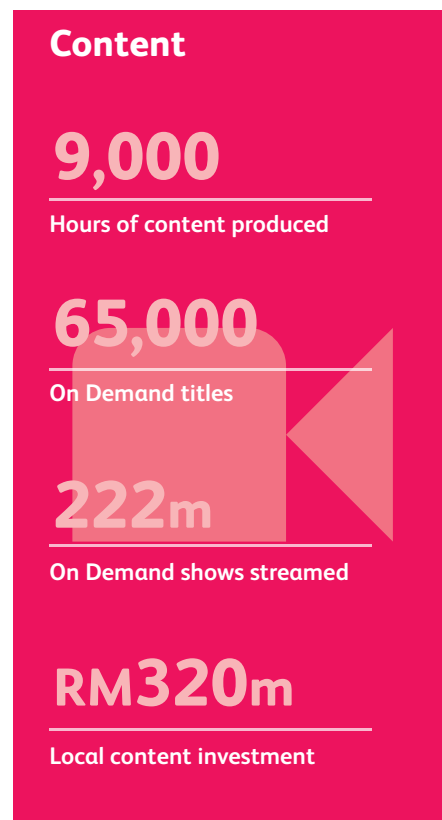
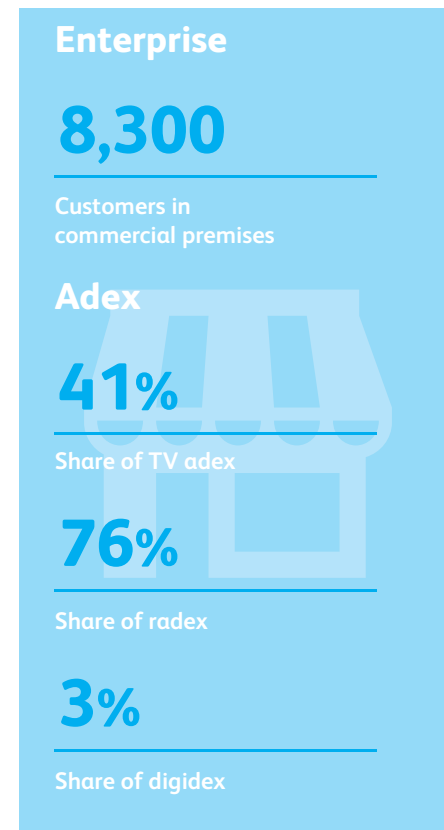
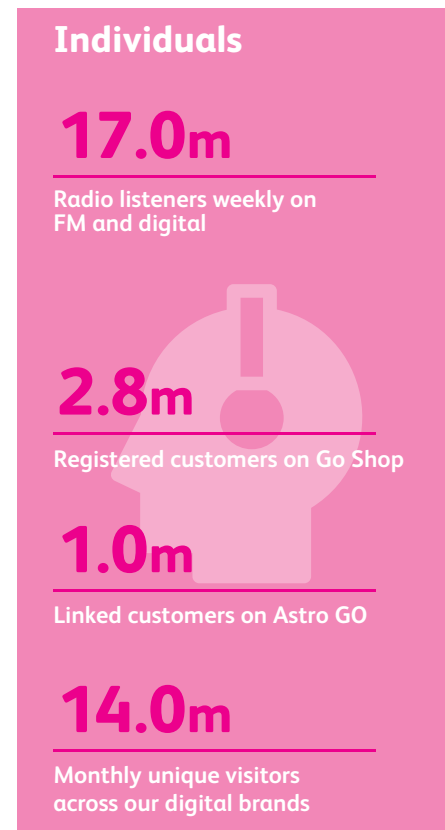
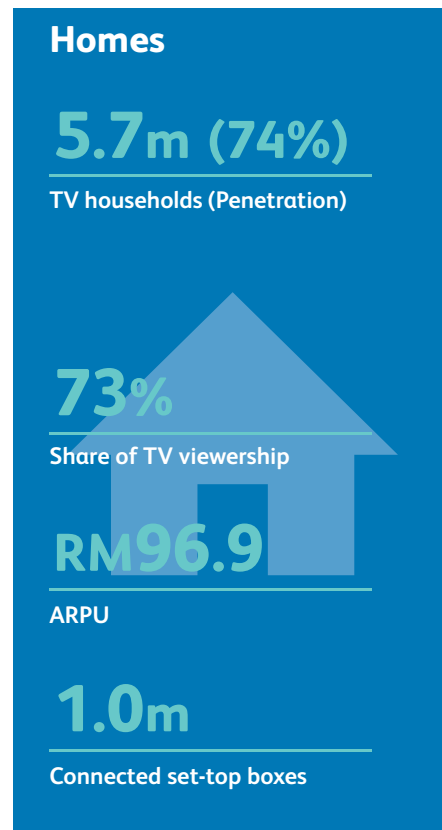
Our Integrated Annual Report 2021 is accessible at [corporate.astro.com.my/ar2021](http://corporate.astro.com.my/ar2021)

by scanning the QR code below



This Integrated Annual Report 2021 is printed on environmentally friendly paper

## FY21 QUICK FACTS



## COMPANY OVERVIEW

**Astro is Malaysia's leading content and entertainment company, serving 5.7 million homes or 74% of Malaysian TV households, 8,300 enterprises, 17 million weekly radio listeners (FM and digital), 14 million digital monthly unique visitors ("MUV") and 2.8 million shoppers across its TV, radio, digital and commerce platforms.**

- Vision**
  - To be Malaysia's #1 Entertainment Destination
- Mission**
  - We will achieve our Vision through Compelling Content, Products and Experience powered by Refreshed Technology and a Winning Team

### Core Values

- Encourage Creativity
- Embrace Inclusivity
- Take Accountability

At Astro, we are committed to entertaining, informing and engaging with our customers through the best of local, regional and international content. As the largest content creator in the country, we produce and commission over 9,000 hours of local and vernacular content yearly, creating countless memorable moments for millions of Malaysians.

Our new Ultra Box with 4K UHD and Ulti Box with HD, Cloud Recording, Play from Start and Pause features along with content-broadband bundles, bring an elevated viewing experience to our customers' homes, enabling them to enjoy the best of what Astro has to offer. With Astro GO, our companion streaming app, customers can stream up to 65,000 On Demand titles anytime, anywhere.

NJOI, our freemium service, offers free TV channels with prepaid options for additional content. The new NJOI HD pack and My NJOI app upgrade customers' experience when purchasing and watching their favourite content in HD.

Astro BUSINESS provides customisable package subscriptions for our enterprise customers in commercial premises - F&B outlets, hotels, offices, retail outlets and healthcare centres, extending our reach beyond residential homes.

Astro Radio, home to the country's highest-rated radio brands across all key languages, and our digital brands including Gempak, Xuan, Ulagam and AWANI connect Malaysians to content and stories that matter most to them everyday. Go Shop, our home shopping and commerce business, offers a fun and entertaining home and online shopping experience that suits the Malaysian lifestyle.

As the nation's trusted brand, we are dedicated to long-term impactful ESG endeavours focused on lifelong learning, community development, sports and environment through our Group and foundation, Yayasan Astro Kasih. Over the past 10 years, Astro has invested RM120 million in championing education for Malaysians, offering learning content like Tutor TV and TVIQ that reaches 5 million students nationwide annually. It is our privilege to be voted as the Platinum winner in the Media Networks category for the 11<sup>th</sup> year running at the Putra Brand Awards 2020.

This year, as we celebrate Astro's 25 years in serving Malaysians, we will continue our transformation journey to be Malaysia's #1 Entertainment Destination. We are excited to bring more global streaming services on board and launch our own complementary local streaming service focused on local content and live sports to make Astro, Malaysia's #1 content aggregator. We will also refresh Astro's business models, customer experience and technology while growing adjacencies in our broadband, commerce and digital businesses.

By constantly evolving to serve Malaysians better, we believe Astro will continue to bring Malaysians together in the many years to come. #BetterTogether

# #ASTROESG

## Environmental



### REDUCING OUR ENVIRONMENTAL FOOTPRINT

- Harvested 1.7 million kWh of photovoltaic energy from 4,780 solar panels, saving 964 tCO<sub>2</sub>e carbon, equivalent to planting 24,718 trees
- Reduced GHG emissions by 2% to 25,423 tCO<sub>2</sub>e
- Recycled water utilising our 13,500 litre rainwater harvesting system, for use in daily cleaning
- Expanded “Stop Single-Use Plastics” campaign across our Group
- Our flagship Ultra Box is designed to be 40% smaller in size compared to predecessors, with a majority of components made from eco-friendly materials



## Governance

**#BECREATIVE**  
**#BEINCLUSIVE**  
**#BEACCOUNTABLE**

### ETHICAL BUSINESS PRACTICES

- Strengthened business ethics and compliance culture with regular training and through Code of Business Ethics, Astro Anti-Corruption Framework, Fraud Management and Whistleblowing Policy and Procedures frameworks
- Introduced third-party Code of Business Ethics, due diligence questionnaire and vendor integrity pledge to safeguard our business from bribery, corruption and fraudulent activities
- Mandatory annual PDPA assessment among Team Astro to reinforce data privacy and protection awareness

## Social



### #SUPPORTLOCAL

- Help local film producers premiere their movies on Astro First
- Collaborate with FINAS to help local film companies in producing, distributing and promoting local films
- Leverage Astro’s advertising reach to offer marketing solutions and special advertising packages for SMEs whose businesses are affected by lockdowns
- Go Shop assisted SMEs by hosting e-bazaars to connect them to its customers

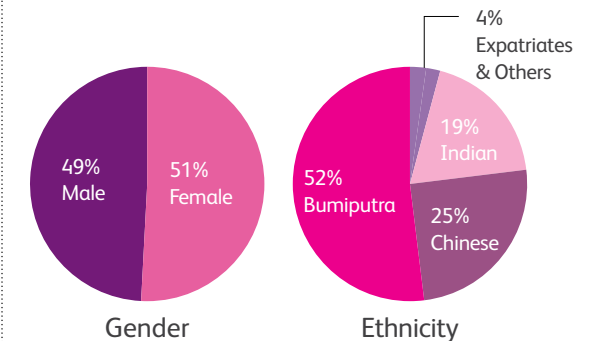
### A VOICE FOR GOOD



Over 16,000 hours of public service announcements aired across TV, radio and digital to amplify and raise civic awareness through community and environmental conservation messages



### DIVERSITY AND INCLUSIVITY



22,415 training hours in FY21 to upskill and reskill Astro talents averaging 5 hours per employee



### CARING FOR OUR COMMUNITY

- Offered free content previews, suspended account disconnections, provided rebates and flexible payment plans to eligible customers during MCO
- Made available selected content on Astro GO for Malaysians during MCO
- Equipped 17 COVID-19 quarantine centres nationwide with NJOI decoders and TV sets

- Supported frontliners and communities through various campaigns including #WiraKita, #ProjekBuburLambuk and #KamiCare
- Astro Radio supported micro businesses during the pandemic by offering radio and social media advertising slots through #KAMICAREMBIZ initiative
- Astro Kem Badminton renewed partnership with Badminton Association of Malaysia (BAM) and pivoted to online virtual coaching sessions for young shuttlers
- Added five new student hostel facilities within interiors of East Malaysia through partnership with Starfish Foundation

### CHAMPIONING EDUCATION

- Astro Tutor TV, reaching 5 million students annually, supported students nationwide amid school closures
- RM120 million invested into educational content over the past decade including RM7 million in FY21
- Launched Upped, a free online education portal to facilitate student revisions



### KEEPING TEAM ASTRO SAFE

- Implemented flexible working arrangements and stringent health and safety protocols at all premises
- Launched Happy Mind to avail mental health support for employees, in collaboration with Naluri



## CORPORATE STRUCTURE



# ASTRO MALAYSIA HOLDINGS BERHAD

## TV, RADIO & MEDIA SALES

<b>MEASAT Broadcast Network Systems Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>
• Astro Media Solutions Sdn Bhd	100%	Malaysia
• Astro Radio Sdn Bhd	100%	Malaysia
> DVR Player.Com Sdn Bhd	100%	Malaysia
• Maestra Broadcast Sdn Bhd	100%	Malaysia
• MEASAT Digicast Sdn Bhd	100%	Malaysia
• MEASAT Radio Communications Sdn Bhd	100%	Malaysia
• Perfect Excellence Waves Sdn Bhd	100%	Malaysia
• Radio Lebuhraya Sdn Bhd	100%	Malaysia
• Yayasan Astro Kasih <sup>1</sup>	100%	Malaysia
<b>Astro Productions Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>
<b>Astro Production Services Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>

## CONTENT

<b>Astro Entertainment Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>
• Astro Arena Sdn Bhd	100%	Malaysia
• Astro Sports Marketing Sdn Bhd	100%	Malaysia
> Asia Sports Ventures Pte Ltd	100%	Singapore
• Maestro Talent and Management Sdn Bhd	100%	Malaysia
• Astro Awani Network Sdn Bhd	80%	Malaysia
• Red Communications Sdn Bhd	29%	Malaysia
<b>Astro Shaw Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>
• Tayangan Unggul Sdn Bhd	100%	Malaysia
<b>Tribe Network Asia Pacific Limited<sup>2</sup></b>	<b>100%</b>	<b>Hong Kong</b>

## DIGITAL MEDIA, PUBLICATIONS & TALENT MANAGEMENT

<b>Astro Digital Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>
• Astro Digital 5 Sdn Bhd	100%	Malaysia
• Rocketfuel Entertainment Sdn Bhd	100%	Malaysia
• Nu Ideaktiv Sdn Bhd <sup>3</sup>	34%	Malaysia

## HOME SHOPPING & RETAIL

<b>Astro Retail Ventures Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>
• Astro GS Shop Sdn Bhd	60%	Malaysia
> Astro GS Shop Singapore Pte Ltd	60%	Singapore
<b>Nusantara Retail Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>

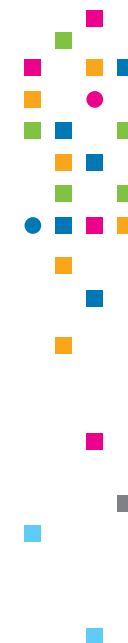
## MANAGEMENT SHARED SERVICES

<b>Astro Group Services Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>
<b>Astro GTS Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>

## OTHERS

<b>Astro (Brunei) Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>
• Kristal-Astro Sdn Bhd	49%	Brunei
<b>Karya Anggun Sdn Bhd</b>	<b>100%</b>	<b>Malaysia</b>

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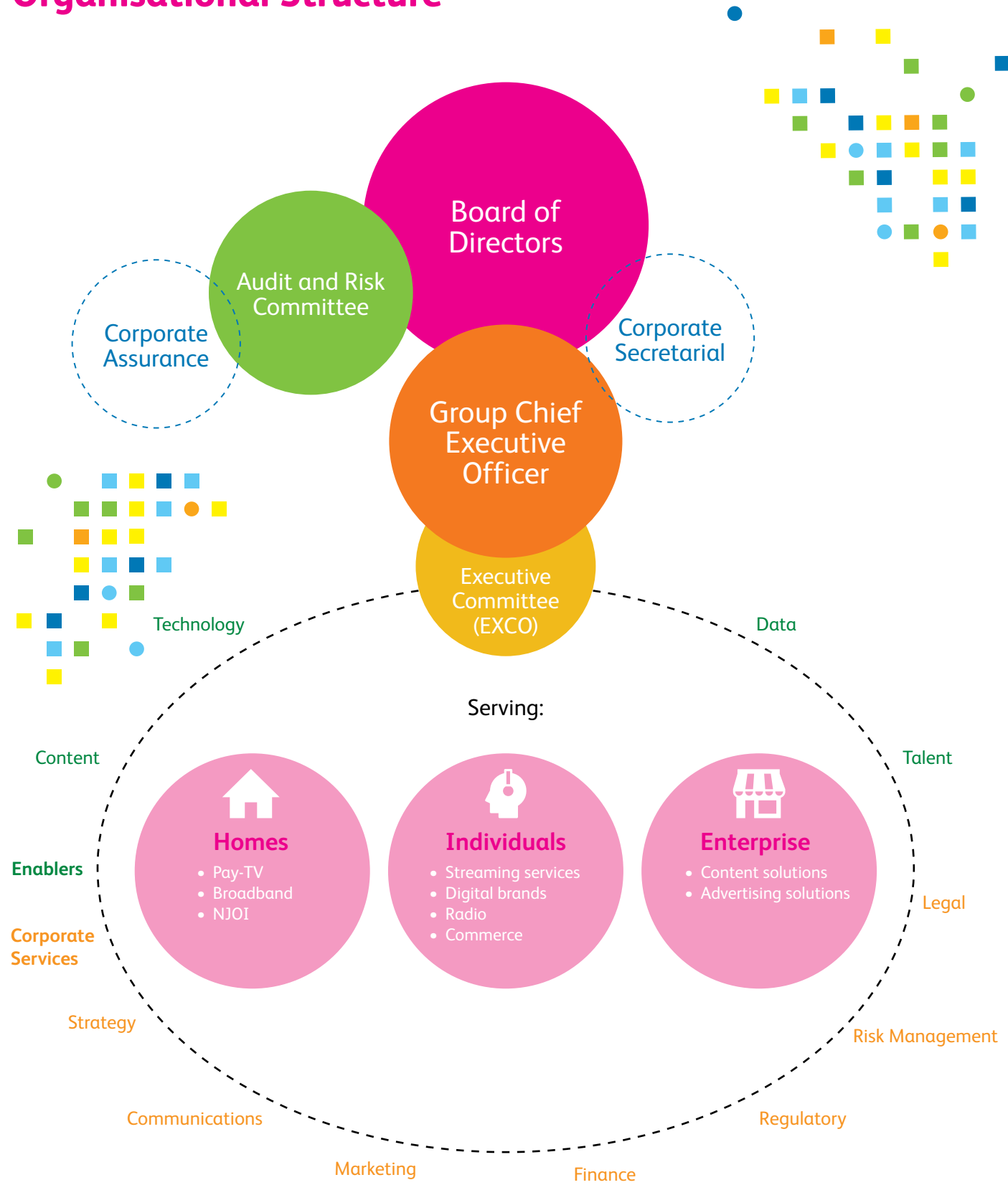
This chart represents Astro's main operating subsidiaries and associated companies under the key business segments as at 26 April 2021.

<sup>1</sup> MEASAT Broadcast Network Systems Sdn Bhd has de facto control over this company

<sup>2</sup> Registered as a foreign company in Malaysia

<sup>3</sup> Astro Digital Sdn Bhd has control over this company based on 51% voting rights over its issued shares

# Organisational Structure



# Chairman's Statement

Dear Shareholders,

FY21 has indeed been an unprecedented year, with the world embracing the new normal as it grapples with the repercussions of the COVID-19 pandemic. With borders closed and travel restrictions imposed across the globe, many families and businesses worldwide have been impacted.

Malaysia was not spared. As economic activities came to a standstill during the Movement Control Order ("MCO") in March 2020, Astro kept Malaysians informed and entertained with uninterrupted service to homes, individuals and enterprises. We also supported local film producers who were unable to premiere their movies at the cinemas during the MCO by showcasing their movies on Astro First. During this difficult time, we helped SMEs market their goods and services through our radio, digital and e-commerce platforms. With schools closed, students were still able to continue their lessons on our Astro Tutor TV channels.

As the nation's leading content creator, we contributed towards the sustainability of the local media industry, helping Malaysians sustain their livelihood and fulfil their infotainment needs during these challenging times.

“  
**We seized new opportunities for revenue growth as we saw the acceleration of digitalisation, especially in e-commerce**  
 ”

**Tun Dato' Seri Zaki bin Tun Azmi**  
 Independent Non-Executive Chairman



## Chairman's Statement

The pandemic presented new opportunities for revenue growth arising from the acceleration of digitalisation, especially in e-commerce. Meanwhile, our Pay-Per-View home cinema offering Astro First emerged as the main distribution platform for producers as cinema closures hampered the premiere of local movies.

### RESILIENT PERFORMANCE AMID A CHALLENGING BACKDROP

Amid continuing shifts in media trends, muted economic outlook and ongoing acts of piracy, Astro displayed resilience and agility to deliver positive financial performance in FY21, underpinned by a strong set of core operational strategies.

Supported by our highly cash generative business and disciplined cost management, we recorded free cash flow ("FCF") of RM1.3 billion. This has been crucial for Astro in weathering uncertainties arising from the pandemic and has allowed us to continue paying quarterly dividends in FY21, against a backdrop where many corporates moderated theirs. Astro declared 1.0 sen per share interim dividend in the first quarter and raised this to 1.5 sen per share in subsequent quarters as business gradually picked up upon the relaxation of lockdowns. A final dividend of 2.5 sen per share has been proposed, subject to shareholders' approval in the upcoming AGM. In total, Astro rewarded shareholders with a full year dividend of 8.0 sen per share, representing 77% of FY21 PATAMI, consistent with our dividend policy of paying out at least 75% of PATAMI.

Since our IPO in 2012, Astro has distributed over RM4.5 billion in dividends. We are focused on executing our strategies, while prudently managing cost, to enable us to reward our loyal shareholders through dividends and reinvest in our business to capture new opportunities.

### ASTRO'S SOCIAL IMPACT

As a responsible corporate citizen, Astro contributed an estimated RM1.8 billion towards the Malaysian economy, in terms of employment, taxes and induced spending in FY21. In reality, our social impact extends far beyond this headline number.

With our local media industry reeling from content production halts and local talents impacted by loss of jobs, we supported the local media ecosystem by deepening our investment in local content. In FY21, we produced and commissioned over 9,000 hours of content, worth over RM320 million. This provides an avenue for local creators to showcase their creative skills, while promoting Malaysia's diverse culture and content.

#### Dividend per share

<b>9.0</b> sen	<b>7.5</b> sen	<b>8.0</b> sen
FY19	FY20	FY21

#### Dividend payout ratio

<b>101%</b>	<b>60%</b>	<b>77%</b>
FY19	FY20	FY21

#### Direct Contribution to GDP

<b>RM1.9</b> b	<b>RM2.0</b> b	<b>RM1.8</b> b
FY19	FY20	FY21

**We deepened our investment in local content to support the local media ecosystem and provided an avenue for local content creators to showcase their creative skills**

In the advertising space, we partnered with over 10,000 vendors to produce creative advertising solutions for 1,300 corporations. Recognising the tough economic situation faced by many SMEs, we utilised our advertising reach to offer marketing solutions and special advertising packages for SMEs across TV, radio and digital through our SME360 campaign. We also introduced the Go Shop Bazaar, a dedicated webpage offering free listing for local SMEs to market their goods and services to Go Shop's 2.8 million customers.

As the country's leading media company, we kept Malaysians informed and entertained throughout the crisis. As soon as the MCO was announced, we made available additional content for free, not only to our customers but to all Malaysians via Astro GO. Meanwhile, our 24/7 news brand Astro AWANI kept Malaysians up to date on the latest news and was voted as Malaysia's Most Trusted News Brand for the third year running.

Our extensive multiplatform reach puts us in a unique position to influence, educate and raise civic awareness among Malaysians. In FY21, we allocated over 16,000 hours of public service announcements ("PSA") airtime across our platforms to amplify topics including health and safety amid COVID-19, environmental conservation, social issues as well as national unity.

### INVESTING IN YOUTHS AND COMMUNITY

Astro engages with the local community throughout the year both at the corporate level as well as via our foundation, Yayasan Astro

Kasih. With a budget of RM4 million in FY21, Astro Kasih focused on various long-term community programmes with lasting impact, guided by the four key pillars of lifelong learning, community development, sports and environment.

We have been championing equal education opportunities for children over the past decade through our Tutor TV and Kampus Astro initiatives. Our three 24/7 Tutor TV channels have been a boon to students learning from home, especially for those who lack supplementary learning materials and access to the internet. Available for free across Pay-TV, NJOI, On Demand and Astro GO, we invested RM7 million in FY21 to refresh Tutor TV content to reflect the current national school syllabus and curate dedicated content to assist students in revising for key national examinations. With schools closed for much of the year, we partnered the Ministry of Education (KPM) to broadcast over 280 new episodes of TV Pendidikan on our Tutor TV channels.



Championing equal education opportunities with Tutor TV and Kampus Astro



## Chairman's Statement



Supporting students with quality academic learning content on Tutor TV

Meanwhile, through Kampus Astro, we provide a total of 16 complimentary learning channels to over 10,500 government schools and 76 paediatric and oncology wards, Schools in Hospitals and Military Hospitals in the country. This benefits over 5 million Malaysian students and 400,000 schoolteachers annually who are able to utilise these materials to support classroom learning and online lessons.

Another Astro Kasih initiative is our three student hostels for SK Magandai, SK Malinsau and SK Sg Paku, located in the deep interiors of Sabah and Sarawak. These hostel facilities save 220 students over 190,000 hours of daily average commute in a normal school year. We also supplied food and daily essentials to families in these locations during the pandemic. Five new hostels and one youth centre were added to the Kampus Astro family in FY21 as part of our partnership with Starfish Foundation Malaysia, who share our vision of educating and empowering communities in East Malaysia.

As a strong advocate of sports, we have been organising our flagship Astro Kem Badminton programme annually since 2012 to identify and unearth promising young shuttlers. To date, over

16,000 children have benefitted from the programme and we are proud that over 65% of the current Malaysian junior national team are alumni of Astro Kem Badminton. Given the circumstances, Astro Kem Badminton in 2020 was postponed for the safety of all participants and coaches. We pivoted to engage with our Kem Badminton Alumni virtually instead and look forward to resuming Kem Badminton as soon as the necessary approvals are obtained from the authorities.

We also took the opportunity to repurpose funds set aside for Kem Badminton for other community development programmes including the repair and maintenance of our hostels, and contribution of school supplies such as laptops, books, shoes and uniforms for children in the remote villages of Sabah and Sarawak.

### COMMITMENT TO SOUND CORPORATE GOVERNANCE

Our Board strongly believes that good corporate governance (CG) practices are crucial in safeguarding our Group's long-term sustainability and remains committed towards a high standard of CG shared wisdom in steering our Group forward.

Our Board discharges its fiduciary duties and responsibilities in accordance with the Companies Act 2016 guided by four main principles of fairness, transparency, accountability and responsibility. I am pleased to share that Astro has been recognised in the 2019 ASEAN Corporate Governance Scorecard Awards, for the second time running.

Board diversity remains fundamentally crucial as a competitive differentiator for strategic guidance, balanced experience, fresh thinking as well as effective monitoring of management for the company. Our Board consists of members from diverse backgrounds and ethnicity, expertise, age and gender to steer strategic decision-making. Further details on our governance, risk management and compliance frameworks are detailed in the CG Overview section on pages 115 to 129 of this IAR2021.

**Our Board strongly believes that good corporate governance practices are crucial in safeguarding our Group's long-term sustainability**



Astro First emerged as the main platform for local filmmakers to premiere their movies like Mael Totey The Movie as the pandemic shuttered cinemas

### SUSTAINING THE LOCAL MEDIA INDUSTRY

As our nation's economy contracted in 2020 with GDP moderating 5.6%, the local media industry is also weighed down by piracy that remains unchecked. Our Board and Team Astro would like to urge all parties, be it our shareholders, business partners and regulatory authorities, to join forces against piracy as piracy disincentivises, causes significant economic leakages at the expense of our country and deprives our local content creators from earning a respectable living from their artistic labour. Every small step counts.

Although internal initiatives to safeguard Astro's IPs are in place, eradication of piracy to ensure that only responsible and legal content is streamed requires collaborative efforts of all parties from content providers, broadcasters, regulators, authorities and consumers, to telcos, internet service and e-commerce providers.

Existing regulations have unfortunately struggled to keep pace with evolving business models and technology, allowing illegal operators to free ride on the back of the connectivity superhighway. There is an urgent need for an enhanced legal framework and enforcement efforts by the government as strong rule of law and execution are essential to preserve long-term sustainability of the local media sector.

### NAVIGATING AHEAD

As we navigate through this pandemic, we are focused on deepening our reach and engagement across homes, individuals and enterprises, underpinned by our ability to create winning and compelling content that Malaysians love. We will continue to entertain, inform and educate while enhancing our ESG practices to create long-lasting positive impact to our community and environment.

## Chairman's Statement

### ACKNOWLEDGEMENT

On behalf of the Board members and Team Astro, I salute our government and frontliners for their tireless efforts in safeguarding the well-being of all Malaysians during the COVID-19 pandemic. I would also like to record my gratitude towards the Ministry of Communications and Multimedia Malaysia (KKMM), Ministry of Domestic Trade and Consumer Affairs (KPDNHEP) and other government authorities as well as industry peers for their collaboration and commitment towards the shared vision of sustaining and strengthening the future of our local media industry.

To Nik Rizal Kamil, who stepped down from our Board in January 2021, thank you for your contributions to Astro during your tenure. I am also pleased to welcome Kenneth Shen to our Board. To all my fellow Directors, I am grateful for your unwavering support and counsel, and look forward to us working together to drive Astro to greater heights in the coming year.

This year marks a milestone for Astro as we celebrate our silver anniversary. We owe our success to our customers, shareholders, business partners, vendors and friends. Thank you for your patronage, support, friendship and confidence in us.

Last but not least, I would like to express my deepest gratitude to Team Astro, especially to Astro's frontliners including AWANI, Customer Service, Broadcast, Radio and Go Shop teams who have unfailingly kept Malaysians informed and entertained during these trying times. Though these are challenging times, let us embrace new opportunities together to solidify our position as Malaysia's #1 Entertainment Destination.

Stay safe and keep up the #kitajagakita spirit.

**Tun Dato' Seri Zaki bin Tun Azmi**  
On behalf of the Board of Directors



Showing our support and care to frontliners through our #WiraKita campaign

## GCEO's Statement

### Dear Shareholders,

Astro is 25 years young. As we celebrate this milestone, we are excited with the progress of our transformation in line with our vision to be Malaysia's #1 Entertainment Destination. Our intent is to offer great entertainment experience across all screens for everyone, be it homes, individuals or enterprises.

FY22 promises to be an action-packed year as we pace up on our two-pronged streaming strategy to offer both aggregated and our own services to Malaysians, who will soon be able to access the best streaming services from across the globe with Astro. Bundled into our subscription packages or available as add-ons, customers can enjoy the best and biggest entertainment all in one place. As streaming wars intensify, fostering strong partnerships with local incumbents will be key for global streaming players to drive growth of their products in a crowded marketplace. With our ready customer base, extensive market reach and proven capabilities to produce, market and distribute content, Astro is a natural partner for would-be entrants into the Malaysian streaming space.

“  
**We will introduce our own standalone streaming service catering to digital natives anchored around local content and live sports, complementing the content offering from our streaming partners**  
”

**Henry Tan**  
Group Chief Executive Officer



## GCEO's Statement

Concurrently, we will introduce our own standalone streaming service catering to digital natives anchored around local content and sports, complementing the content offering from our streaming partners. Astro GO, our current Pay-TV companion app saw its monthly active users ("MAU") increase by 13% to 1.3 million. With over 120 live-streamed channels and 65,000 On Demand titles and featuring the new Astro viewing experience, this app caters to those on the move. We recently enabled pre-access to Astro GO, allowing new customers to enjoy our content immediately upon sign-up and added a download feature to enhance offline content viewing. Sub-user profiling will be enabled for greater personalisation and we are also looking to introduce advertising opportunities for Astro GO in the medium term.

**We are pushing the boundaries of storytelling with our premium Astro Originals to meet the growing demand for fresh and edgy local content by urban audiences**

Our key differentiator is vernacular content, by far the favourite among Malaysians. We are pushing the boundaries of storytelling with our premium Astro Originals including *The Maid*, *Kampung Pisang Bersiri-siri* and *The House: Princess Ezurin* to meet the growing demand for fresh and edgy local content by urban audiences. To raise the bar for local content and create more exportable IPs, we are collaborating with renowned producers and a new generation of content creators from around the world.

Our core home offering catering to families will be strengthened as a premium proposition. Customer experience will be elevated through deep reinvestments in technology to ensure a seamless journey throughout the customer lifecycle. In February 2021 we introduced the Ulti Box, a HD-variant connected set-top box ("STB") with the same innovative features as Ultra Box, our 4K UHD connected STB, which is likely to increase take up, thus making On Demand content more accessible. We will keep adding new functionalities to these connected STBs, including the capability to aggregate content from streaming services. Plug and play variants of these connected STBs will also be rolled out, enabling customers to save on installation time and costs.

Throughout, we will leverage our growing data capabilities to personalise and better serve customers. Cost discipline will be key as we digitise and simplify products, packages and processes to ensure a leaner and fitter Astro of the future.

### FY21 IN REVIEW

In 2020, we saw the COVID-19 outbreak precipitate a once-in-a-century health crisis. Businesses, households and governments have had to quickly adapt to a new normal to preserve both lives and livelihoods. Astro's business continuity plans were activated weeks before the first nationwide lockdown, with split teams and operations as well as enhanced health and safety protocols in place to protect both customer and employee well-being.

Nonetheless, our operations were impacted during the MCO with content productions halted, installations and service visits to customers' homes paused, and key sporting matches and events postponed or cancelled. Being confronted by this unprecedented set of circumstances only served to spur Team Astro's creativity, and we responded quickly to support our customers and community.

**Stay safe, stay home & stay entertained with us**

Enjoy complimentary viewing of Kids Pack and News channels

**EXCLUSIVELY FOR ALL ASTRO CUSTOMERS**

**KIDS PACK**

- nick jr. CH 679
- nickelodeon CH 677

**NEWS**

- CNN CH 511
- WORLD NEWS CH 512
- AGAZERA CH 513
- CNA CH 515
- CNBC CH 516
- Bloomberg TELEVISION CH 517
- ABC AUSTRALIA CH 518
- astro AWANI CH 501
- NEWS CH 502
- CGTN CH 503

\*Our complimentary viewing does not include Sky News HD channel.

Also available on **astro GO**

Serving customers with complimentary viewing of selected content during lockdowns

**astro AWANI**

- YouTube: Astro Awani
- Twitter: 501awani
- Instagram: 501awani
- Facebook: astroawani

**FOLLOW US**

**THE #1 NEWS CHANNEL ON SOCIAL MEDIA**

**8.4 MILLION FOLLOWERS**

Malaysia's most trusted news brand Astro AWANI is also the most followed TV news brand on social media

As an essential service provider, we continued to operate throughout lockdowns. We aired over 16,000 hours of PSA in FY21 to amplify community messaging, including health and safety reminders across TV, digital and radio. To ease the stay home experience for Malaysians, we offered complimentary viewing of selected content not just to our customers, but to all Malaysians via our streaming service, Astro GO, during the initial MCO period. For customers who were affected by the pause in live sports, we took the proactive step of giving a one-off RM40 rebate in the second quarter. To ease customers' financial burden, we temporarily suspended disconnections, provided goodwill rebates and offered instalment payment plans to eligible customers.

Our commerce brand Go Shop performed well during the year as it pivoted quickly to health-related products and added fresh food and daily essentials to its product line-up during the MCO. Sales increased by 26% year-on-year and as an entity, Go Shop turned profitable in FY21.

With cinemas mostly closed, local producers turned to our home cinema offering, Astro First to premiere their first-run films. This underpinned an 81% jump in Astro First revenue in FY21. Meanwhile, Astro AWANI was recognised as Malaysia's Most Trusted News Brand by Reuters for the third year running, providing 24/7 news coverage on the pandemic and helping discredit fake news. With its extensive reach of 5.7 million MUV, AWANI is the nation's most followed TV news brand on social media and rated by SimilarWeb as the Most Downloaded News App in Malaysia. We are very humbled that in an online survey by Vase.ai, Malaysians voted Astro as among the Top 10 brands that showed genuine care during the pandemic. In addition, YouGov's Brand Index ranked Astro as among the Top 10 most improved brands in 2020.

This is all made possible because of our extensive multiplatform reach across Malaysia. We currently serve 5.7 million households or 74% of Malaysian homes, 8,300 enterprises, reach 17 million listeners weekly across FM and digital, 14 million digital visitors monthly and 2.8 million registered customers on our commerce platform, Go Shop.

## GCEO's Statement



Astro vernacular signatures are winning fans with their compelling stories

### RESILIENT FY21 FINANCIAL PERFORMANCE

Our FY21 financial performance was resilient. Astro recorded revenue totalling RM4.4 billion, moderating 11% year-on-year against the ongoing backdrop of COVID-19. ARPU stood at RM96.9, down 3% primarily due to the RM40 rebate extended to all our Sports Pack customers and ongoing initiatives to move customers to bundled packs. EBITDA remained steady at RM1.5 billion with an EBITDA margin of 34%, underpinned by tight cost control and the recovery seen as the economy gradually reopened. Consequently, PATAMI is resilient at RM540 million, 18% down year-on-year.

Meanwhile, Capital Expenditure ("Capex") eased by 29% to RM249 million as investment plans were disrupted due to lockdowns. Capex will accelerate in FY22 as we invest in technology upgrades, new products and STB rollouts.

Our business remained highly cash generative with FCF of RM1.3 billion, enabling us to reward our shareholders with a full-year dividend of 8.0 sen per share. This represents 77% of FY21 profits, in line with our dividend policy of paying out at least 75% of PATAMI. We will continue to balance between rewarding shareholders through dividends, reinvesting into our business and preserving liquidity to strengthen our balance sheet. In September 2020, we completed a RM300 million debt refinancing exercise to take advantage of the attractive pricing and tenure on offer and continue to evaluate opportunities amid the present benign interest environment.

### CONTENT AS KEY TO DRIVING VIEWERSHIP AND ADEX

Malaysians have a clear affinity for vernacular content, with our customers spending the majority of their time on Astro watching these programmes. As the No. 1 content creator in the country, we produced and commissioned over 9,000 hours of homegrown content in FY21. It is this ability to consistently produce winning and compelling local content at scale that differentiates us.

Over the years, we have steadily increased investments in vernacular content. In FY21, local content accounted for 29% of our total content investments, up from 26%. Malay favourites such as *Gegar Vaganza Season 7*, *Anugerah MeleTOP ERA 2020* and *Perempuan Tanpa Dosa* commanded the largest following and TV viewership of over 3.3 million, 2.7 million and 2.1 million respectively. *Evening Edition*, featuring the latest news and current events reached more Chinese-speaking audiences and recorded a 76% jump in its TV viewership in FY21. Meanwhile, our Tamil show *Tamiletchumy* smashed records to become the No. 1 local Tamil drama of all time. Vernacular content anchors our advertising revenue, with over 77% of our adex revenue derived from vernacular channels, a two percentage point increase from last year.

The disruption brought about by the pandemic highlighted the importance of business agility, adaptability and creativity. By experimenting with new production formats, we were able to continue filming our popular reality live shows, *The Masked Singer*, *Big Stage 2020* and *Sepahtu Reunion* in the new normal with a virtual audience.

*Manap Karaoke*, the first local film to debut directly to home via Astro First, bypassing theatrical release raked in RM1.2 million. Its success was quickly followed by *Syif Malam Raya*, *Jebat* and *Mael Totey The Movie*, a movie produced by first-time filmmaker and local YouTuber Syahmi Sazli that became the highest grossing local movie in 2020 with revenue of over RM7 million. The performance of these first-run local films is a boost to the Malaysian film industry, underscoring the importance of Astro First as the main distribution avenue for a new generation of local filmmakers.

In FY21, we refreshed our kids offering and now have over 13,000 episodes of entertaining content On Demand. Underpinned by Malaysia's No. 1 kids channel Astro Ceria, we strengthened our kids offering with two exciting new channels,

Nick Jr and Boomerang as well as our most successful pop-up channel to date, FAMtv. Our signature comedy edutainment series, *SMK S2*, continued to captivate young audiences. Meanwhile, *SMK: Raya Dekat Jauh*, the first telemovie recorded remotely won the Best Quarantine-themed Programme at the ContentAsia Awards.

**We command a strong TV viewership share of 73% while On Demand streams tripled to 222 million shows, and Astro GO weekly viewing minutes jumped 23%**



SMK: Raya Dekat Jauh made Malaysians proud with its win at the ContentAsia Awards

To complement our local content offerings, we aggregate content from partners globally, driving strong engagement with our customers who spent four hours daily across linear TV, On Demand and Astro GO. We command a strong TV viewership share of 73% while On Demand streams tripled to 222 million shows, and Astro GO average weekly viewing minutes jumped 23%.

Astro's consistently strong viewership, especially for our popular vernacular content, makes it attractive for advertisers. Nevertheless, advertisers pulled back on spends in the first quarter when our live reality signatures paused during the initial MCO. As restrictions eased and consumer sentiment picked up in the second half of FY21, we saw a gradual recovery in the advertising market with total advertising revenue at RM428 million in FY21. TV, radex and digidex shares stood at 41%, 76% and 3% respectively.

Our integrated media solutions leverage Astro's talent and content production capabilities, connecting advertisers to customers on-screen, on-air and through on-ground events. However, in light of the pandemic, we pivoted to hosting virtual events and helped our clients strengthen their brand goodwill through deployment of strong community messaging during lockdowns.

Meanwhile, we supported SMEs with targeted advertising by geography at competitive rates. Leveraging our growing capabilities in data, we will roll out addressable advertising in the medium term, helping advertisers target different customer segments simultaneously for better conversion.

## GCEO's Statement

### SERVING OUR CUSTOMERS: HOMES, INDIVIDUALS AND ENTERPRISE

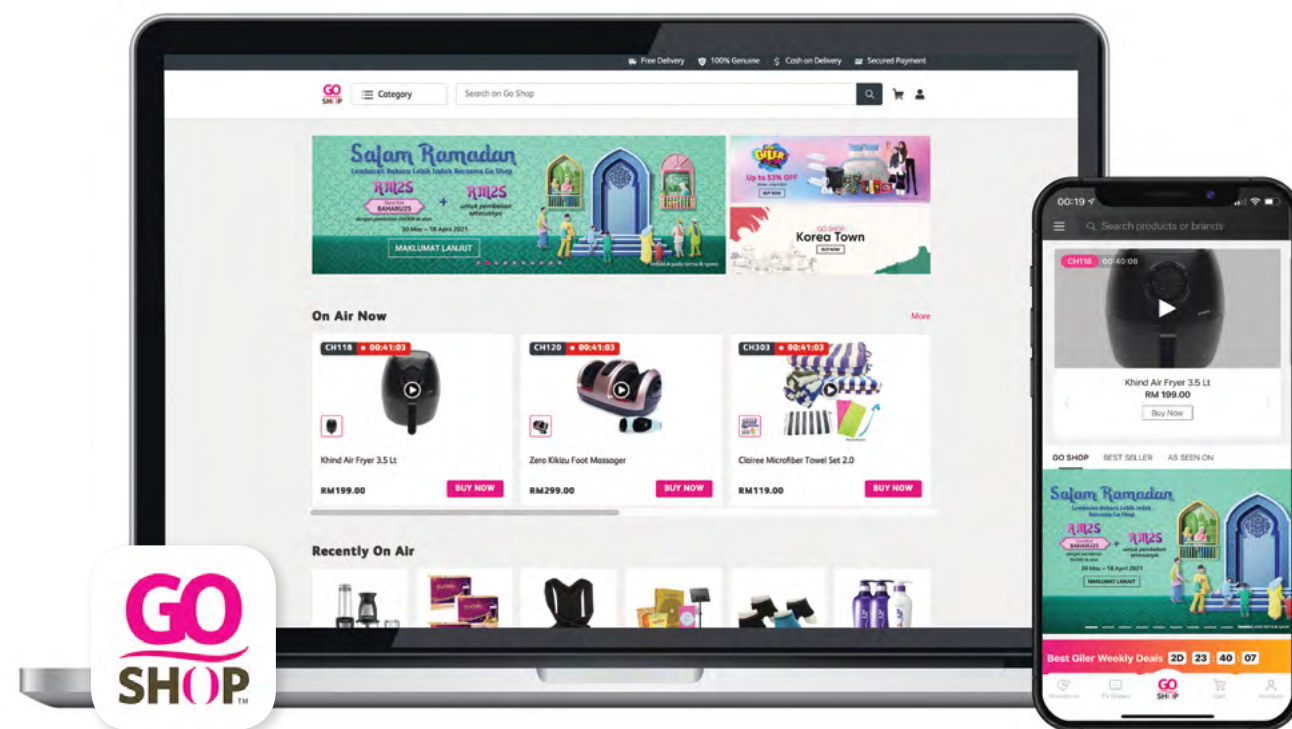
#### Strengthening our core business

The combination of Pay-TV, broadband and NJOI underpins our 74% household penetration rate. We serve Malaysians with an array of content, either through a full-fledged premium offering on our Pay-TV service or on a pay-as-you-consume format on NJOI, with broadband bundling options available.

Our Pay-TV business is the main contributor to Group earnings, with ARPU of RM96.9. To ensure the best viewing experience for our Pay-TV customers, we accelerated rollout of the Ultra Box, our flagship 4K UHD connected STB. Over 230,000 of these have been installed in customers' homes since its launch in late 2019. The Ultra Box marked a huge leap forward by offering 4K UHD viewing across linear and On Demand alongside the new Astro viewing experience with features such as Cloud Recording and Play from Start. In February 2021, we introduced the Ulti Box, a HD connected STB offering the same great Astro viewing experience for mass market rollout.

We placed significant emphasis on improving customer service and streamlining the customer journey to enhance the Pay-TV value proposition. Customers can interact with us through various means, ranging from physical service centres to digital platforms such as social media and WhatsApp. The Astro Rewards programme provides our Pay-TV customers with exclusive privileges, discounts, and partner offers.

Astro Broadband customers grew by over 60% in FY21. Broadband bundles provide connectivity to customers and complement our Pay-TV proposition, offering greater value and convenience. With speeds of up to 1Gbps, customers can immerse themselves in the full functionality of our Pay-TV offering. This includes access to our vast On Demand library featuring the latest shows prior to TV premieres, 4K UHD On Demand content and personalised content recommendations based on customers' viewing habits. These connected STBs allow us to better understand customers' content preferences through return path data for better personalisation. Broadband is key to our content convergence strategy and we continue to explore collaborative opportunities with other local Internet Service Providers ("ISP").



Go Shop's registered customers grew 30% year-on-year to 2.8 million



astro & broadband

From **RM4 /day\***  
for Astro & high-speed  
broadband

- ✓ Unlimited data
- ✓ FREE additional channels
- ✓ FREE box upgrade
- ✓ FREE 1-month broadband

#WhateverFromHome

In partnership with Maxis | \*T&C apply.

Customers can stream, work or #WhateverFromHome with Astro & Broadband bundles

**Broadband bundles provide connectivity to customers and complement our Pay-TV proposition, giving customers the best connected content viewing experience**

NJOI serves non Pay-TV homes in Malaysia and anchors our advertising and commerce businesses by extending our market penetration. NJOI resonates with customers who prefer to consume premium content on a pay-as-you-go basis and is supported by an extensive network of digital and physical top-up touchpoints. We will continue to simplify customers' buying journey and make more premium content available to drive prepaid revenue.

Alongside homes, we serve enterprises with our flexible content solutions, value-adding to help customers grow their businesses. Leveraging our vast content library and broadband capability, we launched Astro SINI which provides a dedicated hotspot to enterprises, allowing their customers to enjoy Astro content on their personal devices.

#### Commerce: Catering to all shoppers

Our home shopping brand, Go Shop reaches Malaysian shoppers through its five 24/7 channels, website, app and social media. Our registered customer base expanded by 30% to 2.8 million customers with over 50% of sales derived from our digital platforms in FY21. We continue to uphold stringent vendor screening standards to maintain brand trust among customers, differentiating us from other e-commerce players.

In FY21, Go Shop recorded its best performance to date, achieving revenue growth of 26% and recording maiden pre-tax profit of RM17 million, predicated on our ability to swiftly adapt to changing market demands. We quickly expanded our product range at the start of the MCO to include health-related products, fresh produce and daily essentials.

With productions of live programmes disrupted during MCOs, we leveraged our digital capabilities and social media presence to accelerate buying momentum. Go Shop will focus on creating more immersive consumer-centric programmes to drive sales and grow customer base while leveraging data to expand digital sales.

**Go Shop grew revenue by 26% and recorded maiden pre-tax profit of RM17 million**

## GCEO's Statement

### Digital and radio brands: Serving all audiences

Our digital brands including AWANI, Gempak, Xuan, Ulagam and Stadium Astro are local favourites, underpinning our digital adex proposition with over 14 million MUV. We are delighted that Gempak is Malaysia's No. 1 entertainment brand with 3.2 million MUV alongside Xuan and Ulagam, the No. 1 local Chinese digital entertainment brand and No. 1 local Indian digital brand with 1.3 million and 652,000 MUV, respectively.

Meanwhile, our radio brands are being refreshed to meet the needs of our increasingly digital audience. Extending our reach beyond the traditional airwaves, our multilingual entertainment app SYOK engages individuals via curated original content including short-form videos, news, podcast, and live radio, with MAU doubling to 400,000. This capitalises on our position of strength as Malaysia's top radio operator with a strong radex share of 76% and 17 million weekly radio listenership on FM and digital. Our 11 radio brands cater to individuals in multiple languages with ERA, MY, RAAGA and HITZ emerging, once again, as No. 1 in their respective languages.

### FOCUSED ON SUSTAINABILITY

Through our value creation process and sound governance, we aim to generate long term positive outcomes for our local economy, community and environment by incorporating ESG practices across our value chain.

During the year, our Group and our foundation, Yayasan Astro Kasih undertook numerous initiatives to assist communities affected by the pandemic and advocate for impactful social changes. Go Shop as the No. 1 home shopping platform in the country, assisted local SMEs by hosting e-bazaars to connect them to customers. Our TV and radio brands ran multiple campaigns to assist SMEs to raise their profile and market their services, and fundraise for communities impacted by lockdowns.

**Astro Tutor TV reaches over 5 million students nationwide annually**



SMK: Study Squad is Malaysia's most watched academic show reaching 2.6 million viewers



PUTRA  
BRAND AWARDS  
— THE PEOPLE'S CHOICE —  
2020  
PLATINUM

IN MEDIA NETWORKS

**WE'RE HERE  
BECAUSE OF YOU**

Thank you for inspiring us. With you, we are **better together**.

*Astro won Platinum in the Media Networks category at the Putra Brand Awards for 11 consecutive years*

Reaching over 5 million students nationwide annually with 528,000 followers on social media, our flagship initiative Astro Tutor TV offers three 24/7 exam-based learning channels for free to all our Pay-TV and NJOI customers. Education has been a core Social pillar for us over the last decade and we have cumulatively invested RM120 million to maintain and refresh our educational content since inception, including RM7 million in FY21 alone. With schools closed due to the pandemic, we helped deliver quality educational content into homes including *Pelan A+ SPM* as well as the Ministry of Education's TV Pendidikan programmes. We also launched *Upped*, a free online education portal to facilitate revision for exams. Our new IP, *SMK: Study Squad* emerged as Malaysia's most watched academic show with 2.6 million viewers tuning in.

Supported by a young talent pool reflective of our nation's demographics, Team Astro's combined skill sets are critical as we forge ahead to serve the next generation of customers. Strategic hiring, alongside efforts to reskill and upskill our talent pool are ongoing to grow our ancillary businesses, specifically in data, streaming services and broadband.

### #BETTERTOGETHER

FY21 has been a very challenging year for businesses and individuals alike. I am proud of Team Astro's resilience, agility to adapt and innovate in our quest to serve our customers and community. I thank each one of them for their dedication and fortitude, especially our own frontliners, who worked tirelessly to ensure operations ran smoothly throughout the year.

To our customers who have helped our business grow from strength to strength over the past 25 years, thank you for your loyal support. Once again, your support helped us win Platinum in the Media Networks category at the Putra Brand Awards 2020. To all our stakeholders, thank you for your continued trust, confidence, and constructive feedback, pushing us to go that extra mile because you know we can.

While Team Astro has made strides forward amid a challenging FY21, there remains much to do and execute as we embark on our transformation journey to be Malaysia's #1 Entertainment Destination. Let's continue to grow and inspire each other in our journey ahead, because truly we are better together.

**Henry Tan**

On behalf of Team Astro

# Celebrating 25 Milestones

## 1996

- Our journey began. Launched digital Direct-to-Home (DTH) satellite Pay-TV services and format radio programming in Malaysia

## 2007

- Launched Astro AWANI, Malaysia's first 24/7 news channel

## 2010

- Launched the Astro Byond PVR STB
- Launched Astro Tutor TV, Malaysia's first free academic learning channels and Astro Arena, Malaysia's first local sports channel

## 2012

- Launched Astro GO, our Pay-TV companion app and NJOI, Malaysia's first freemium satellite TV service
- Listed on the Main Market of Bursa Malaysia

## 1997

- MBNS was granted a renewable 25-year broadcasting license for the provision of broadcasting services in Malaysia, with exclusivity on DTH satellite TV services until 2017 and non-exclusivity until 2022

## 2009

- Launched Astro Byond with the first HD service in Malaysia

## 2011

- Launched Astro First, our Pay-Per-View home cinema proposition

## 2014

- *The Journey* grossed RM17 million, the first local movie to surpass the RM10 million mark

## 2015

- Launched Go Shop, our commerce business across TV, digital and mobile
- Launched On Demand, enabling customers to watch their favourite shows instantly

## 2017

- Launched ZAYAN and GOXUAN, our digitally-led radio brands

## 2018

- *Hantu Kak Limah* set a new benchmark for local movies with box office collection of RM38 million

## 2016

- Launched eGG Network, a regional eSports channel

## 2019

- *BoBoiBoy Movie 2* grossed RM30 million to beat Hollywood animations
- Launched Ultra Box, offering Malaysians the best of home entertainment and enabling fans to enjoy live sports in 4K UHD
- Entered into partnerships to launch HBO GO and iQIYI apps in Malaysia
- Launched content-broadband bundles in partnership with local ISPs
- Voted by consumers as Malaysia's Brand of the Year and inducted into the Putra Hall of Fame for our 10<sup>th</sup> consecutive win at the Putra Brand Awards 2019

## 2021

- Launched Ulti Box, offering a new connected HD experience to more customers

## 2020

- *Mael Totey The Movie* premiered on Astro First and set a new record with revenue of over RM7 million, making it the highest-grossing local movie of 2020
- *The Garden of Evening Mists* won Best Feature film at the Asian Academy Creative Awards
- Astro AWANI recognised as Malaysia's Most Trusted News Brand for three consecutive years by Reuters Digital News Studies Institute 2020
- Launched Astro Video On Demand (VOD) in 4K UHD

# #better together

# 25 YEARS

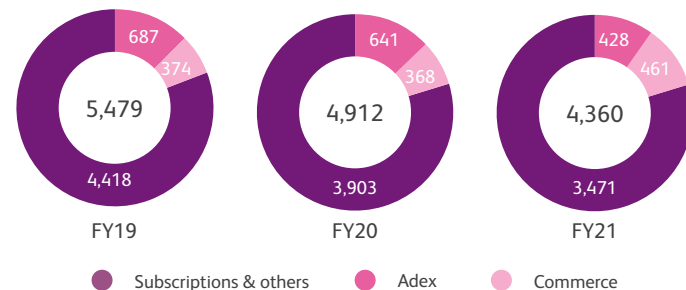
# Group Financial Review

The Malaysian economy was not spared by the COVID-19 pandemic in 2020, with households and businesses impacted by the lockdowns, social distancing and travelling restrictions necessarily imposed to curb its spread.

Malaysia's GDP contracted 5.6% in 2020, representing its worst annual performance since 1998. Inflation dropped by 1.9 percentage points to -1.2% while the unemployment rate increased 1.5 percentage points to 4.8%. Meanwhile, the bellwether Consumer Sentiment Index (CSI) plunged to 51 points in the first quarter of 2020 and recovered to end the year at 85 points (FY20: 82 points). Barring stricter lockdowns in 2021, customer sentiment is expected to improve, with Bank Negara Malaysia projecting the economy to grow at between 6% to 7.5%, in tandem with global economic recovery as vaccine rollouts accelerate.

Amid operational challenges, including halts in content production and servicing activities at customers' premises at the height of COVID-19 movement restrictions, we demonstrated resilience and agility in navigating the crisis. Our business continuity plans were activated ahead of the initial government-mandated lockdown to protect our business, as well as the health and safety of our employees and customers. We innovated across business lines to better serve customers across all screens, in line with our vision to be Malaysia's #1 Entertainment Destination.

## REVENUE (RM m)



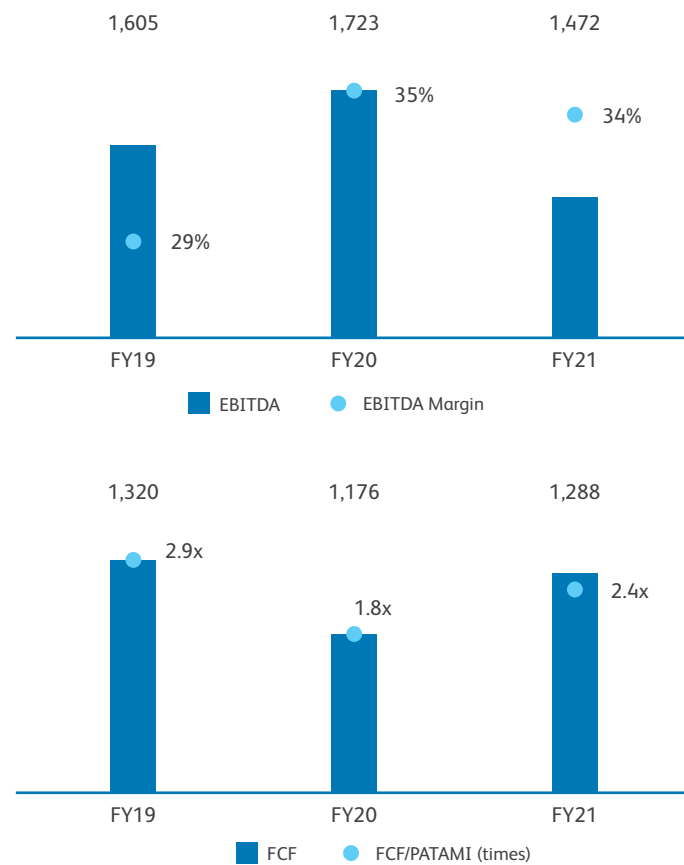
FY21 revenue moderated by 11% to RM4.36 billion against the backdrop of COVID-19, structural changes in the media industry and ongoing acts of piracy. Subscription and other revenue decreased by 11% to RM3.47 billion as the pandemic badly impacted certain segments of our consumer base, not least enterprises operating in the hospitality and F&B industries, as well as residential customers who found their livelihoods affected. ARPU declined by 3% to RM96.9 primarily due to the one-off rebate given to our Sports Pack customers in the first half to compensate for the COVID-19 related worldwide pause in live sports, as well as our efforts to migrate customers from ala-carte offerings to HD-enabled bundles offering better value.

The overall advertising industry recorded a drop of 17% in FY21, as advertisers exercised caution on spends during lockdowns. Though

badly hit in the first half of FY21, Astro's adex staged a recovery in the second half as our signature shows and live productions resumed, and as advertisers ramped up on spends to reconnect with consumers. Advertising revenue in FY21 totalled RM428 million, down a third. Radex, TV adex and digidex share stood at 76%, 41% and 3% respectively.

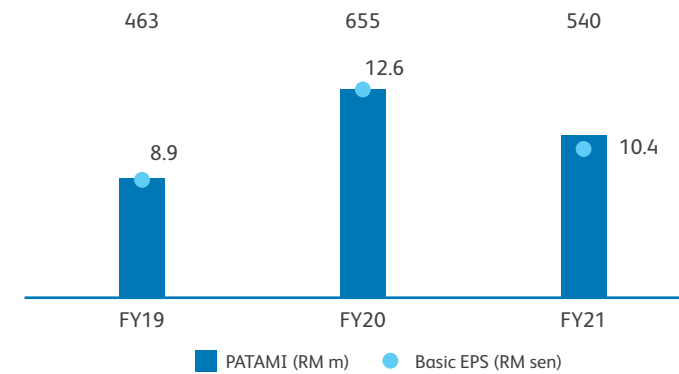
Our home shopping business Go Shop performed well, achieving record revenue of RM461 million in FY21 and delivering maiden full year pre-tax profit of RM17 million. Go Shop's customer base jumped by 30% as it quickly pivoted to serve customers' changing demand by expanding its product range. Capitalising on the surge in online shopping, more than 50% of Go Shop's FY21 revenue came from digital sales.

## EBITDA AND FCF (RM m)



EBITDA softened by 15% to RM1.47 billion, with a 34% margin. Margin resilience was underpinned by disciplined cost optimisation and improved operational efficiencies captured across content, technology, cost to serve, as well as marketing and distribution. FCF improved by 10% to RM1.29 billion, accounting for 2.4 times of PATAMI.

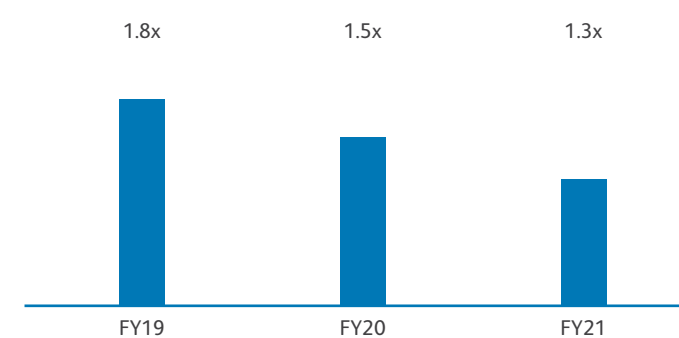
## PATAMI AND BASIC EPS



PATAMI dropped by 18% to RM540 million, with the lower EBITDA registered cushioned by reduced net finance costs, 1.5 percentage point improvement in the effective tax rate, as well as lower depreciation and amortisation. Net finance cost dropped by 13% to RM183 million as we benefitted from lower interest rates on borrowings and unrealised gains on USD-denominated transponder-related lease liabilities. Consequently, basic earnings per share dipped to 10.4 sen.

## ASSETS, LIABILITIES & FUNDING

### Net Debt/EBITDA (times)

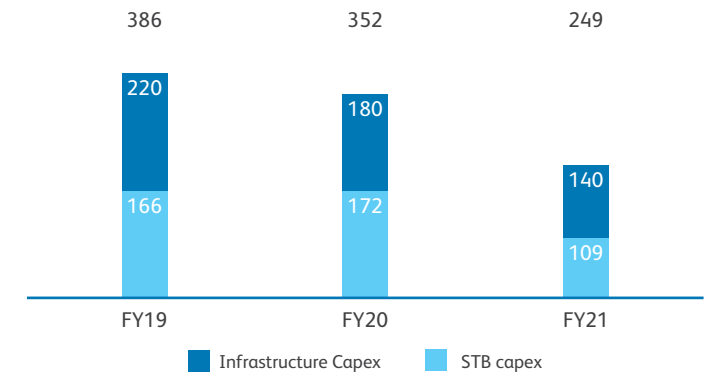


Total assets decreased by 7% to RM5.79 billion, primarily due to a slowdown in Capex investment due to COVID-19 related delays. Total liabilities likewise declined by 12% to RM4.64 billion, leading to an increase in net assets by 22% to RM1.15 billion.

The drop in total liabilities was due to 14% and 35% reduction respectively in borrowings and other financial liabilities. Borrowings moderated due to repayment and prepayments of term loans, as well as scheduled payments of lease liabilities during the year. We opportunistically refinanced a RM300 million facility in September 2020 at more favourable rates. Other financial liabilities, comprising vendor financing obligations fell as STB shipments were hampered by lockdowns.

Consequently, our net debt/EBITDA ratio improved from 1.5 times to 1.3 times. Astro's liquidity and financial positions are regularly reviewed, and we continue to assess funding opportunities within this accommodative monetary environment.

### Capex (RM m)



Total Capex decreased by 29% to RM249 million, mainly due to COVID-19 related deferrals. Infrastructure Capex, invested towards enhancing UI/UX and product functionalities dropped by 22% to RM140 million. STB Capex, funded by vendor financing decreased by 37% to RM109 million primarily due to delays in STB deliveries as a result of global lockdowns. Overall Capex is expected to increase in FY22 as we invest into elevating customer experience, simplifying customer service and introducing new products. This includes accelerating the rollout of our flagship Ultra and Ulti STBs and their plug and play variants, as well as launching our standalone streaming service.

### Prospects

Astro remains cautious on uncertainties relating to COVID-19, even as Malaysia commences its national vaccine rollout. Any reimposition or tightening of movement control orders to curb COVID-19 outbreaks may impact revenue.

Astro is celebrating being 25 years young this year. We are excited to continue the execution of our transformation plan that encompasses:

- our ambition to be the aggregator of the best global streaming services;
- launching our own streaming service catering for the millennials that combines our winning vernacular content and premium live sports;
- enhancing local content by producing more premium Astro Originals;
- seizing opportunities for adjacencies in commerce, broadband, digital and OTT; and
- realisation of our reimagined business models and technology with the evolving ecosystem.

Our intent is to offer a great entertainment experience across all screens for everyone, be it individuals, homes or enterprises. The Group will continue to cost optimise, reprioritise Capex and actively manage its capital to further strengthen its balance sheet.



## Operational and Financial Highlights

	FY17	FY18	FY19	FY20	FY21
<b>Operational Results</b>					
TV households ('000)	5,121	5,489	5,713	5,697	5,689
TV household penetration	71%	75%	77%	75%	74%
ARPU (RM)	100.4	99.9	99.9	100.0	96.9
Share of TV viewership <sup>(1)</sup>	77%	77%	75%	76%	73%
Connected STBs ('000)	507	804	1,003	1,005	1,020
Weekly radio listenership (m) <sup>(2)</sup>	15.6	16.5	16.2	18.0	17.0
Average MUV (m)	5.5	6.9	8.3	11.6	14.0
Adex (RM m)	705	722	687	641	428
Go Shop registered customers (m)	1.0	1.3	1.8	2.2	2.8
Go Shop revenue (RM m)	261	290	374	368	461
<b>Financial Results (RM m)</b>					
Revenue	5,613	5,531	5,479	4,912	4,360
EBITDA	1,817	1,820	1,605	1,723	1,472
EBIT	1,095	1,140	932	1,072	876
PBT	846	1,073	651	863	693
PAT	617	764	461	645	528
PATAMI	624	771	463	655	540
FCF	1,349	1,391	1,320	1,176	1,288
<b>Financial Ratios</b>					
Return on invested capital <sup>(3)</sup>	24%	22%	19%	24%	22%
Net debt/EBITDA (times)	1.5	1.7	1.8	1.5	1.3
Revenue growth	2%	(1%)	(1%)	(10%)	(11%)
EBITDA margin	32%	33%	29%	35%	34%
PATAMI margin	11%	14%	8%	13%	12%
Basic earnings per share (sen)	12.0	14.8	8.9	12.6	10.4
Dividend per share (sen) <sup>(4)</sup>	12.5	12.5	9.0	7.5	8.0
<b>Financial Position (RM m)</b>					
Equity attributable to equity holders of the Company	623	654	585	856	1,078
Total assets	6,266	6,848	6,260	6,198	5,785
Total borrowings	3,406	3,965	3,571	3,522	3,013
Net debt	2,759	3,003	2,939	2,537	1,906

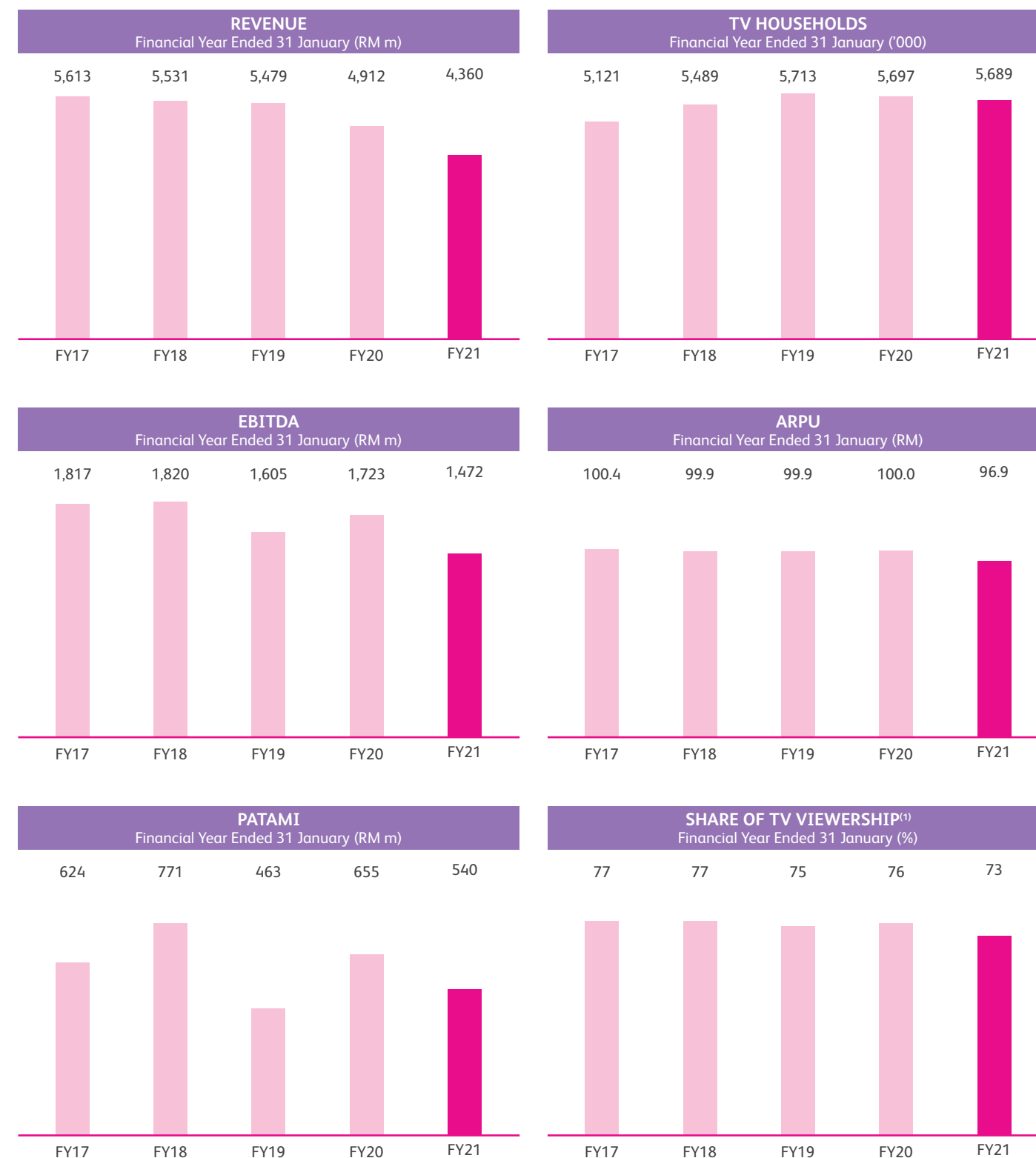
### Notes:

<sup>(1)</sup> Viewership share is based on Dynamic Television Audience Measurement (DTAM) deployed by Kantar Media

<sup>(2)</sup> Weekly radio listenership includes digital listeners from FY20

<sup>(3)</sup> Formula based on EBIT metric

<sup>(4)</sup> Dividend per share consists of interim and final dividends in respect of the designated financial years



## Segmental Analysis and Quarterly Financial Performance

	FY20		FY21	
	RM m	%	RM m	%
<b>Revenue</b>				
Television	4,270	87	3,738	86
Radio	274	6	161	4
Home shopping	368	7	461	10
Others	0	0	0	0
	4,912	100	4,360	100
<b>PBT</b>				
Television	744	86	621	90
Radio	153	18	58	8
Home shopping	(16)	(2)	17	2
Others	(18)	(2)	(3)	0
	863	100	693	100

(RM m)	Q1	Q2	Q3	Q4	FY21
Revenue	1,053	1,091	1,107	1,109	4,360
EBITDA	330	372	402	367	1,472
EBIT	186	218	248	224	876
PBT	97	187	207	202	693
PAT	73	137	166	152	528
PATAMI	74	134	164	168	540
FCF	329	369	380	210	1,288

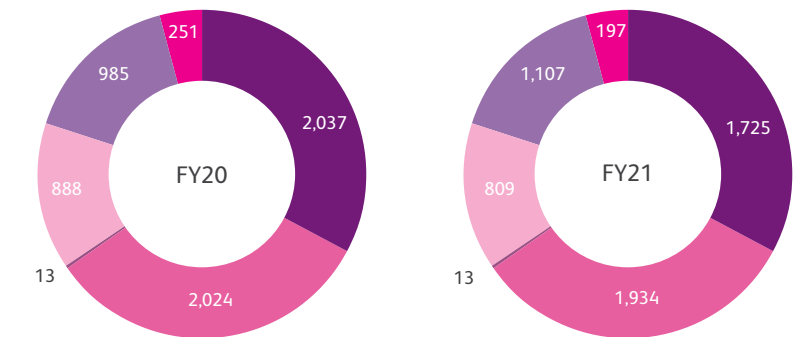
Note:  
Numbers may not add up due to rounding differences

## Simplified Group Statement of Financial Position

	FY20 RM m	FY21 RM m
<b>Assets</b>		
Property, plant & equipment & Rights-of-use assets	2,037	1,725
Intangible assets	2,024	1,934
Inventories	13	13
Receivables	888	809
Deposits, cash & bank balances & Unit trusts	985	1,107
Others	251	197
	6,198	5,785
<b>Equity &amp; Liabilities</b>		
Share capital	6,728	6,728
Reserves & Non-controlling interests	(5,789)	(5,579)
Equity	939	1,149
Payables & Other financial liabilities	1,423	1,276
Borrowings	3,522	3,013
Taxation & Deferred tax liabilities	122	114
Others	192	233
	6,198	5,785

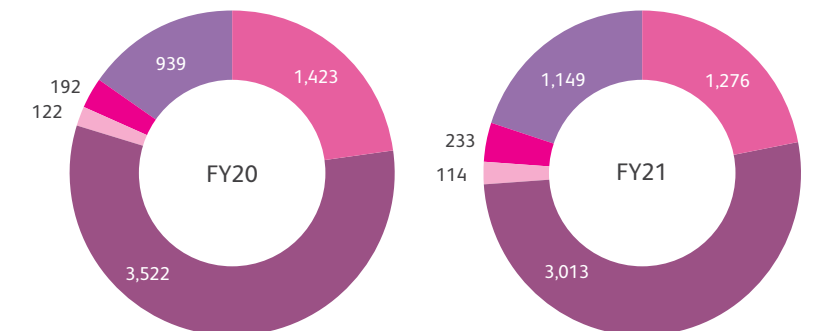
### ASSETS (RM m)

- Property, plant & equipment & Rights-of-use assets
- Intangible assets
- Inventories
- Receivables
- Deposits, cash & bank balances & Unit trusts
- Others



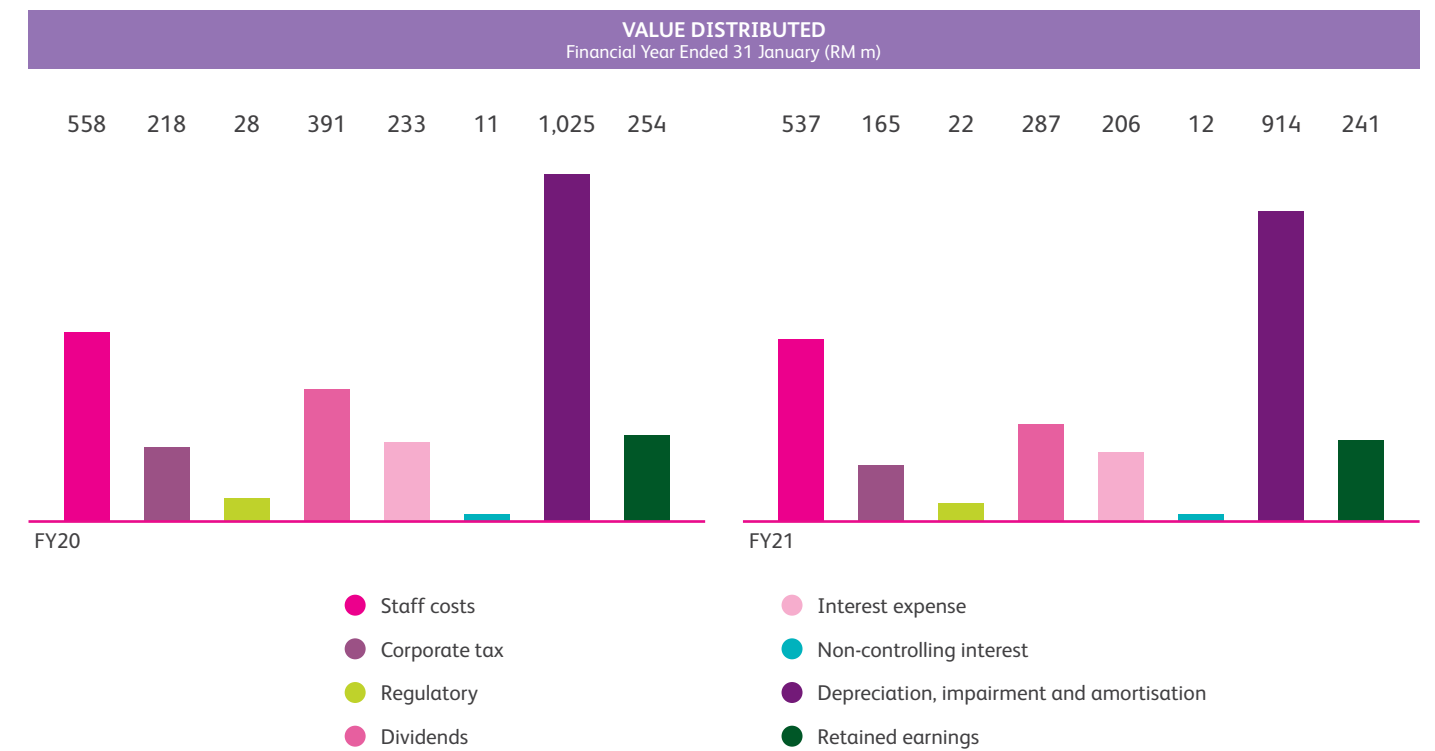
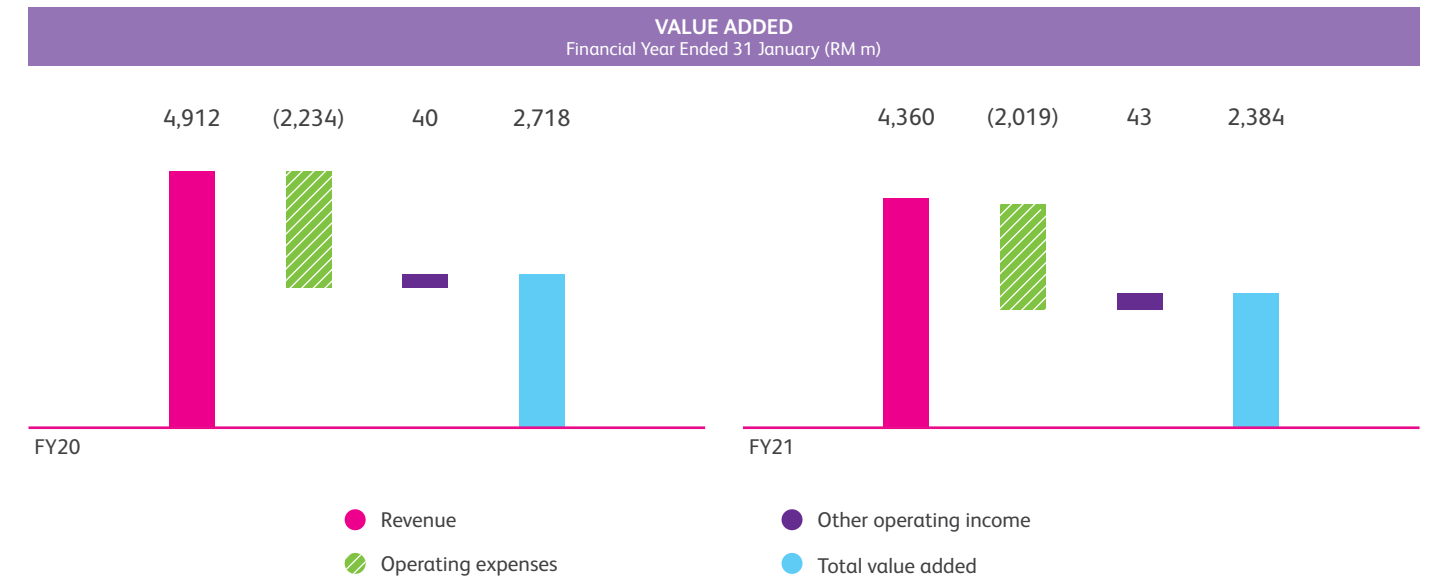
### EQUITY & LIABILITIES (RM m)

- Payables & Other financial liabilities
- Borrowings
- Taxation & Deferred tax liabilities
- Others
- Equity



## Statement of Value Added

	FY20 RM m	FY21 RM m
<b>Value Added</b>		
Revenue	4,912	4,360
Operating expenses	(2,234)	(2,019)
Other operating income	40	43
<b>Total Value Added by our Group</b>	<b>2,718</b>	<b>2,384</b>
<b>Reconciliation:</b>		
PAT	645	528
Add: Depreciation, impairment and amortisation	1,025	914
Finance costs	233	206
Government	246	187
Non-controlling interest	11	12
Staff costs	558	537
<b>Total Value Added by our Group (Available for Distribution)</b>	<b>2,718</b>	<b>2,384</b>
<b>Value Distributed</b>		
<b>Employees</b>		
Staff costs	558	537
<b>Government</b>		
Corporate tax	218	165
Regulatory	28	22
<b>Providers of capital</b>		
Dividends	391	287
Interest expense	233	206
Non-controlling interest	11	12
<b>Reinvestment and future growth</b>		
Depreciation, impairment and amortisation	1,025	914
Retained earnings	254	241
<b>Total Distributed</b>	<b>2,718</b>	<b>2,384</b>



## Investor Relations

Capital markets and economies globally were sent reeling from the impact of the COVID-19 pandemic in FY21, with unprecedented market volatility seen and greater recovery trajectories observed in countries with more success in containing the outbreak. Domestically, multiple waves of COVID-19 outbreaks led to numerous lockdowns throughout the year, negatively impacting business and consumer confidence levels. Investors gravitated towards thematic plays and companies offering decent yields amid the low interest rate environment, with ESG investing entering the mainstream phase.

Despite the challenging macroeconomic and industry landscape, Astro remains focused on creating long-term shareholder value through our strategy of fortifying our core homes business while growing ancillary businesses to serve individuals and enterprises. Navigating through these trying times, we are guided by our

commitment towards high standards of corporate disclosures in line with global best practices and strive to reward our loyal shareholders with sustainable returns.

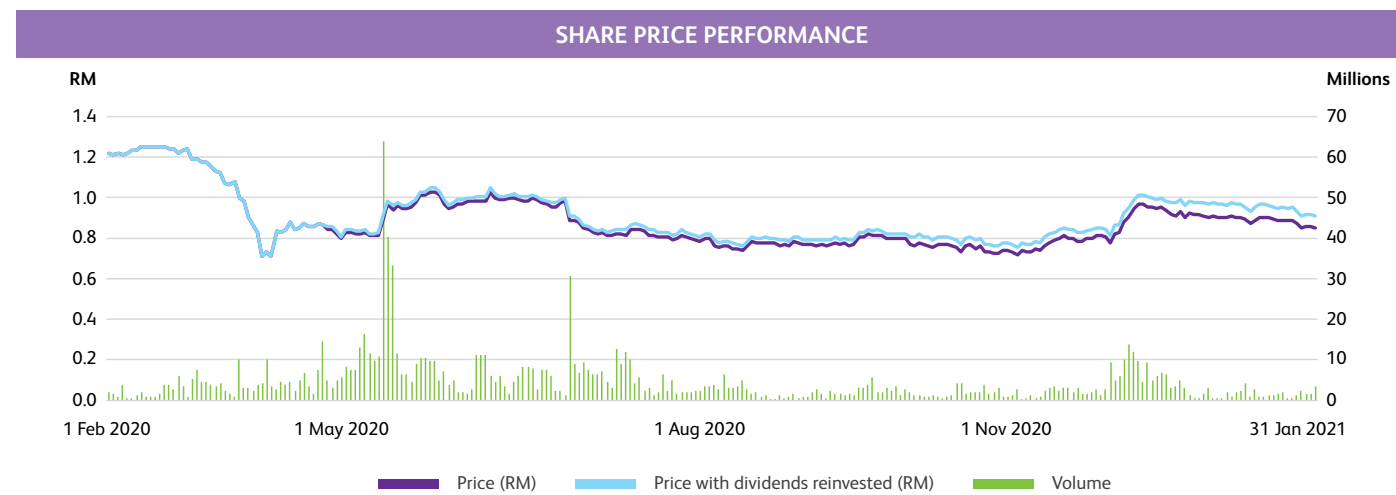
### Dividend

We adopted a prudent approach in terms of dividends in FY21 as uncertainties prevailed - by declaring dividend of 1.0 sen per share in the first quarter, and increasing this to 1.5 sen per share in subsequent quarters as our businesses gradually recovered. Our Board has also proposed a final dividend, subject to shareholders' approval at the upcoming AGM of 2.5 sen per share. This equates to a total dividend of 8.0 sen per share and a payout of RM417 million, representing 77% of our Group's consolidated profits for the year and a dividend yield of 9%. Astro remains highly cash generative with FCF of RM1.3 billion, equating to a FCF yield of 29%.

	FY19	FY20	FY21
Total dividend declared and proposed per share in respect of financial year (sen)	9.0	7.5	8.0
Dividend payout as % of PATAMI	101%	60%	77%

Dividends are paid within 30 days from the date of declaration for interim dividends, and from the date of shareholders' approval in the case of final dividends.

Dividend Period	Amount (sen)	Declaration Date	Entitlement Date	Payment Date
Q1 FY21	1.0	18 June 2020	3 July 2020	17 July 2020
Q2 FY21	1.5	15 September 2020	1 October 2020	14 October 2020
Q3 FY21	1.5	3 December 2020	18 December 2020	30 December 2020
Q4 FY21	1.5	25 March 2021	9 April 2021	23 April 2021



In FY21, FTSE Bursa Malaysia Kuala Lumpur Composite Index (FTSEKLCI) rose by 6% amid subdued investor sentiments resulting from the ongoing pandemic, with various government initiatives rolled out to boost consumer sentiments and help Malaysians including economic stimulus packages and banking loan moratoriums. The bellwether Consumer Sentiment Index (CSI) plunged to 51 points in the first quarter of 2020 and recovered to end the year at 85 points (FY20: 82 points). Our share price with dividends reinvested fell by 26% while our media industry peers were up by 3% in FY21.

### Substantial Shareholders

Pursuant to the Companies Act 2016 and Bursa Malaysia's Main Market Listing Requirements, substantial shareholders are defined as those with 5% or more holdings in the company. Please refer to page 285 for the register of our substantial shareholders.

### Proactive engagement with the investment community

Amid the nationwide lockdowns and social distancing requirements imposed to contain the spread of COVID-19, we sustained engagement with the investment community leveraging technology, in particular online meeting platforms.

In FY21, a total of over 190 one-on-one and group meetings, as well as teleconference calls were conducted to provide stakeholders with an in-depth understanding of our business, strategies and prospects amid the COVID-19 pandemic, intensifying competition and ongoing acts of piracy. Our Senior Leadership Team ("SLT")

actively engaged with the investment community by participating in investor conferences including Affin Hwang's Consumer Sector Virtual Conference: Navigating a New Normal in October 2020 as well as CIMB's 13<sup>th</sup> Annual Malaysia Corporate Day in January 2021.

We hosted quarterly earnings call with our GCEO, GCOO, GCFO and SLT present to respond to analysts and investors' queries. Our Communications team also engaged with the media and public through corporate website updates, press releases, press conferences and social media.

Our active engagement allows us to maintain strong relationships with investors and analysts alike, enabling informed investment decisions to be made. Our stock is actively covered by 16 local and international research houses while our diverse investor base includes reputable local and international institutional funds. Our foreign shareholding is at 15% of free float, down six percentage points.

We are delighted that our emphasis on accessibility, transparency and timeliness was recognised at the 2020 Malaysia Investor Relations Association (MIRA) Awards with Astro being awarded the Best Company for Investor Relations (Mid-Cap) for the second year running. At the 2020 National Annual Corporate Report Awards (NACRA), Astro won the Excellence Awards-Gold in the Mid-Cap category. We are also a founding constituent of FTSE4Good Bursa Malaysia Index that identifies Malaysian companies with recognised ESG practices.



Our Investor Relations website [corporate.astro.com.my](http://corporate.astro.com.my) is updated regularly with the latest corporate, financial, governance and stock information, and includes links to our quarterly results, integrated annual reports and ESG initiatives.



Our Investor Relations team welcomes queries and feedback from the investment community and can be contacted directly at [ir@astromalaysia.com.my](mailto:ir@astromalaysia.com.my)

## Financial Calendar

### 2020

#### 18 JUNE

Announcement of the unaudited results for the first quarter ended 30 April 2020 and the first interim single-tier dividend of 1.0 sen per ordinary share

#### 17 JULY

Payment date for the first interim single-tier dividend of 1.0 sen per ordinary share

#### 15 SEPTEMBER

Announcement of the unaudited results for the second quarter ended 31 July 2020 and the second interim single-tier dividend of 1.5 sen per ordinary share

#### 14 OCTOBER

Payment date for the second interim single-tier dividend of 1.5 sen per ordinary share

#### 3 DECEMBER

Announcement of the unaudited results for the third quarter ended 31 October 2020 and the third interim single-tier dividend of 1.5 sen per ordinary share

#### 30 DECEMBER

Payment date for the third interim single-tier dividend of 1.5 sen per ordinary share

### 2021

#### 25 MARCH

Announcement of the unaudited results for the fourth quarter ended 31 January 2021 and the fourth interim single-tier dividend of 1.5 sen per ordinary share and a proposed final single-tier dividend of 2.5 sen per ordinary share

#### 23 APRIL

Payment date for the fourth interim single-tier dividend of 1.5 sen per ordinary share

#### 24 MAY

Notice of Ninth Annual General Meeting and the issuance of Integrated Annual Report 2021 and Circular to Shareholders

#### 24 JUNE

Ninth Annual General Meeting

## Sustainability Statement

**At Astro, we are committed to building a business that is both sustainable and profitable. We balance our business priorities with ESG commitments encompassing environmental responsibility, positive social impact and good governance. Our capitals are harnessed to create shareholder value, ensure employee well-being, empower local communities and minimise environmental footprint.**

**As Malaysia's leading content producer and broadcaster, we achieve our greatest social impact by championing education and being a voice for good. Astro provides equal access to learning for all and fosters positivity by airing over 16,000 hours of PSA yearly across TV, radio and digital.**

#### Scope

The scope of our sustainability disclosures encompasses all business entities under our Group, including operations where we have full control and our subsidiaries, and remains unchanged compared to the previous year. These disclosures cover the period from 1 February 2020 to 31 January 2021, unless otherwise stated. Our sustainability-related disclosures are in accordance with MMLR. Where possible, we report on indicators based on the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines, Bursa Malaysia's Sustainability Reporting Guide and UN SDG.

#### Process

We proactively engage with our stakeholders throughout the year to identify matters which are important to our business and stakeholders, enabling us to prioritise and reaffirm our material matters as well as manage our economic, environmental and social risks and opportunities effectively.

#### Governance and Management

Our Board is the highest governing body overseeing our sustainability journey and agenda. Our robust governance framework underpins the sound policies and systems functioning across our Group.

*Refer to CG Overview on pages 115 to 129*

Material matters integral to our business are addressed through Astro's five Strategic Drivers comprising Content, Customer, Experience & Technology, Talent, as well as Community & Environment.

Business strategies centred around these Strategic Drivers are developed by our SLT and communicated across business units, with Team Astro empowered to execute these strategies in a collaborative manner.

*Refer to Our Value Creation on pages 50 to 53*



**FTSE4Good**

Constituent of FTSE4Good Bursa Malaysia index  
since December 2013

# Stakeholder Engagement

Effective stakeholder engagement is essential to ensure Astro's business sustainability. Through ongoing communications with key internal and external stakeholders, we are able to understand and address their legitimate concerns, thereby informing our materiality analysis.

Stakeholders	Engagement	Areas of Interest	Addressed by Material Matters
<b>Customers</b> <i>Refer to Customer section on pages 66 to 75</i>	<ul style="list-style-type: none"> <li>Websites and online platforms</li> <li>Customer touchpoints including service centres, mobile and digital</li> <li>Rewards programme</li> <li>Customer feedback and surveys</li> <li>On-ground engagement and events</li> <li>Return path data from connected STBs</li> <li>Data aggregated from multiple touchpoints across our TV, radio, streaming services, digital brands and commerce</li> </ul>	<ul style="list-style-type: none"> <li>Product value proposition</li> <li>Customer service, engagement and convenience</li> <li>Personalisation, flexibility and immediacy</li> </ul>	MM1 MM2 MM3
<b>Talents</b> <i>Refer to Talent section on pages 82 to 87</i>	<ul style="list-style-type: none"> <li>On-boarding programmes</li> <li>Continuous online and offline learning and education programmes</li> <li>Comprehensive wellness programmes</li> <li>Ongoing employee engagement initiatives including townhalls, focus groups, intranet, surveys and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Remuneration structure</li> <li>Conducive working environment</li> <li>Employee benefits and welfare</li> <li>Learning and development opportunities</li> <li>Health and safety procedures at work</li> <li>Opportunity to contribute towards ESG initiatives</li> </ul>	MM3 MM6 MM7 MM9
<b>Shareholders &amp; Investment Community</b> <i>Refer to Investor Relations on pages 36 to 37</i>	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Integrated Annual Report</li> <li>Quarterly earnings calls</li> <li>Financial results</li> <li>Conferences and roadshows</li> <li>Regular meetings and teleconference calls</li> <li>Corporate website</li> </ul>	<ul style="list-style-type: none"> <li>Business sustainability amid digital disruption, the COVID-19 pandemic and ongoing acts of piracy</li> <li>Returns to shareholders</li> <li>Sustainable business practices focusing on ESG</li> </ul>	MM4 MM5 MM7 MM8 MM9
<b>Regulators &amp; Government Authorities</b> <i>Refer to SORMIC on pages 142 to 148</i>	<ul style="list-style-type: none"> <li>Regular stakeholder dialogue</li> <li>Review of policies and procedures</li> <li>Regulatory compliance training</li> </ul>	<ul style="list-style-type: none"> <li>Direct and indirect contribution to the local economy</li> <li>Championing growth of the local media industry</li> <li>Compliance with laws, rules and regulations</li> <li>Sustainable business practices focusing on ESG</li> </ul>	MM1 MM5 MM6 MM7 MM8 MM9
<b>Vendors &amp; Business Partners</b> <i>Refer to SORMIC on pages 142 to 148</i>	<ul style="list-style-type: none"> <li>Vendor registration process incorporating screening and integrity pledge</li> <li>Vendor selection process</li> <li>Regular stakeholder dialogue</li> </ul>	<ul style="list-style-type: none"> <li>Ethical business practices</li> <li>Transparent tender process</li> <li>Prompt and timely payments</li> </ul>	MM1 MM3 MM5 MM9
<b>Community</b> <i>Refer to Community &amp; Environment section on pages 88 to 97</i>	<ul style="list-style-type: none"> <li>Education as core Social pillar featuring Astro Tutor TV and Kampus Astro</li> <li>Community messaging and initiatives including PSA and news updates</li> <li>Astro Scholarship Awards</li> <li>Our foundation, Astro Kasih's initiatives including Astro Kem Badminton and Astro Kasih Hostels</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable business practices focusing on ESG</li> <li>Community programmes</li> <li>Direct and indirect contribution to the local economy</li> </ul>	MM7 MM8 MM9
<b>Media</b>	<ul style="list-style-type: none"> <li>Press releases and conferences</li> <li>Media interviews</li> <li>Thought leadership talks</li> <li>Online and offline media campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Product offerings</li> <li>Business performance</li> <li>Business milestones and industry updates</li> <li>Sustainable business practices focusing on ESG</li> <li>Direct and indirect contribution to the local economy</li> </ul>	MM1 MM2 MM3 MM4 MM5 MM7

<b>Material Matters:</b>	MM3 Technology & innovation	MM6 Talent acquisition, development & engagement	MM9 Ethical business practices
MM1 Content (creation, aggregation, distribution, monetisation)	MM4 Revenue diversification	MM7 Community development & social betterment	
MM2 Customer reach & experience	MM5 Financial performance	MM8 Environmental stewardship	

# Material Matters

Steps we took to update our material matters for FY21:

Step 1: Identify	Step 2: Prioritise and reaffirm	Step 3: Monitor and report
<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Review of market landscape including emerging industry trends</li> <li>Peer analysis and benchmarking</li> <li>Analytics and feedback from daily business operations</li> <li>Survey of consumer preferences and trends</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate importance, likelihood and impact to internal and external stakeholders</li> <li>Deliberate at Board and management meetings</li> </ul>	<ul style="list-style-type: none"> <li>Align material matters with our Group's Key Business Risks to facilitate regular assessment, monitoring and reporting of the same including mitigation strategies</li> <li>Review our Group strategy to address material matters and spur value creation</li> </ul>

## Material matters identified: Content (creation, aggregation, distribution, monetisation) Strategic Drivers:

**Why is it important to us?**  
Content is our key differentiator and drives viewership. Our focus is on being a responsible content creator and provider, offering an extensive content slate that meets customer demands

**FY21 Goals and Report Card:**  
**Hone our capabilities to ideate, develop, produce and aggregate content to cater to our diverse customer base**

- No. 1 content creator in Malaysia with over 9,000 hours of content produced in FY21
- Serve urban audience fresh, edgy and innovative Astro Originals
- Around 40% of total content spend is invested in local and regional content
- 40 shows achieved over 1 million TV viewership
- Licensed 15 channels and distributed thousands of content hours overseas
- Astro First emerged as Malaysia's largest home cinema with 81% jump in FY21 revenue, helping local filmmakers premiere first-run movies directly to customers amid cinema closures. *Mael Totey The Movie* emerged as the highest grossing local movie in 2020 with revenue of over RM7 million

**Goals in FY22:**

- Sustain leadership as Malaysia's No. 1 content creator
- Create more compelling, winning and innovative premium Malaysian content for home and export

- RM120 million invested in learning content in last decade including RM7 million in FY21. This includes Astro Tutor TV, comprising three syllabus-based 24/7 academic learning channels provided free to Astro and NJOI customers that supports students in their studies. Meanwhile, *SMK: Study Squad* as the most watched academic show in Malaysia garnered 2.6 million viewers
- AWANI recognised as Malaysia's Most Trusted News Brand by Reuters and is Malaysia's most followed TV news brand on social media. AWANI is also the Most Downloaded News App in Malaysia according to SimilarWeb
- Extended partnership with global streaming players to distribute HBO GO and iQIYI app to Malaysians as part of our OTT aggregation strategy

*Refer to Content section on pages 54 to 65*

- Produce more fresh, edgy Astro Originals to feed the growing demand for vernacular content by urban audience
- Aggregate the best global streaming services for Malaysians
- Champion education and academic learning content

## Material matters identified: Customer reach & experience Strategic Drivers:

**Why is it important to us?**  
Provide the best home and personal entertainment experience, from content to customer care and convenience

**FY21 Goals and Report Card:**  
**Sustain market leadership by expanding reach across homes and individuals**

- TV household penetration rate at 74% comprising 5.7 million households with ARPU at RM96.9
- Over 1 million connected STBs rolled out to date including over 230,000 Ultra Box
- On Demand shows streamed tripled to 222 million
- Astro GO monthly active users up 13% to 1.3 million monthly users
- 17.0 million radio listeners weekly on FM and digital
- Digital brands' MUV grew 21% to 14.0 million garnering 9.9 billion minutes watched, up 13%

**Goals in FY22:**

- Sustain market leadership as Malaysia's #1 Entertainment Destination offering great entertainment experience across all screens for customers, be it homes, individuals or enterprises
- Accelerate rollout of connected STBs (including the Ultra Box and Ulti Box) to enhance customer experience and drive On Demand viewing

- Expanded Go Shop registered customer base by 30% to 2.8 million registered customers
- Serve content solutions to over 8,300 enterprise customers, with new Flexi Packs introduced
- Enhanced self-serve touchpoints with live agent service on WhatsApp
- Reward loyal customers with a range of exclusive privileges and offers
- Offered free content previews, suspended account disconnections, provided rebates and flexible payment plans to eligible customers during MCO

*Refer to Customer and Experience & Technology sections on pages 66 to 81*

- Introduce standalone streaming service catering to digital natives anchored around local content and sports
- Grow content-broadband bundles to provide greater connectivity and value for customers
- Improve customer service across all touchpoints

<b>Strategic Drivers</b>	Content	Customer	Experience & Technology	Talent	Community & Environment
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## Material Matters

### Material matters identified: Technology & innovation Strategic Drivers:

#### Why is it important to us?

Technology and data underpin our ability to deliver superior customer experience

#### FY21 Goals and Report Card:

##### Enhance viewing experience with the introduction of new UI/UX

- Introduced 4K UHD On Demand content on Ultra Box
- Expanded HD offering by 26% to 127 channels

#### Goals in FY22:

- Launch Ulti Box, a HD connected STB to extend the new Astro viewing experience to the mass market
- Introduce new functionalities for connected STBs to make them the ultimate platform for content consumption

- Enabled pre-access on Astro GO for immediate access upon sign up and introduced download feature to enable offline viewing
- Continue to harness data across touchpoints to better serve customers with personalised recommendations

Refer to *Experience & Technology* section on pages 76 to 81

- Digitise and simplify products, packages and processes, leverage technology to promote greater business agility and cost efficiency
- Deepen investment into data analytics for better customer insights and conversion

### Material matters identified: Revenue diversification Strategic Drivers:

#### Why is it important to us?

Scaling up adjacent businesses and diversifying revenue streams for business sustainability amid intensifying competition

#### FY21 Goals and Report Card:

##### Pursue revenue diversification strategy through the identification of new growth drivers and synergistic businesses

- Go Shop sales increased 26% year-on-year to RM461 million with digital sales representing over 50% of revenue and recording RM17 million maiden pre-tax profit

#### Goals in FY22:

- Revenue diversification strategy through the identification of new growth drivers and synergistic businesses
- Expand our broadband footprint
- Aggregate streaming services and launch standalone streaming service to strengthen small screen proposition

- Broadband customers grew over 60% as we offered higher broadband speeds of up to 1Gbps
- Adex moderated 33% amid lockdowns with recovery seen in second half and adex share resilient across TV, radio and digital at 41%, 76% and 3% respectively

Refer to *GCEO's Statement* on pages 17 to 25

- Grow commerce by extending customer base, signature programmes and product offerings
- Accelerate advertising through 360° advertising solutions across TV, radio and digital
- Grow enterprise business by offering flexible content solutions

### Material matters identified: Financial performance Strategic Drivers:

#### Why is it important to us?

Solid financial performance drives shareholder value amid challenging operating environment

#### FY21 Goals and Report Card:

##### Sustain shareholder value while reinvesting into Strategic Drivers to deliver long-term returns

- Revenue moderated by 11% to RM4.4 billion, against the backdrop of COVID-19, evolving media landscape and ongoing acts of piracy
- EBITDA softened by 15% to RM1.5 billion, with margin resilience underpinned by disciplined cost optimisation and improved operational efficiencies

#### Goals in FY22:

Sustain shareholder value through investments into Strategic Drivers to deliver sustainable returns

- FCF increased by 10% to RM1.3 billion, representing FCF yield of 29%
- Dividends in respect of FY21 totalling 8.0 sen (including final dividend of 2.5 sen subject to shareholders' approval), equating to 77% of consolidated profits and an attractive yield of 9%
- Completed RM300 million debt refinancing exercise to take advantage of attractive pricing and tenure on offer

Refer to *GCEO's Statement* on pages 17 to 25 and *Group Financial Review* on pages 28 to 29

### Material matters identified: Talent acquisition, development & engagement Strategic Drivers:

#### Why is it important to us?

Build, invest and empower a winning team to drive long-term growth

#### FY21 Goals and Report Card:

##### Attract, develop and retain a fit-for-purpose talent pool through tailored programmes, learning resources and development initiatives

- Implemented flexible working arrangements and stringent health and safety protocols amid COVID-19 pandemic to ensure employee well-being
- Invested 22,415 hours in developmental programmes to upskill and reskill talents, averaging five hours per employee
- Established a fit-for-purpose organisational structure to future proof our business including setting up an Executive Committee ("EXCO") comprising our GCEO, GCOO and GCFO to develop, direct, implement and monitor strategies

#### Goals in FY22:

- Attract, develop and retain a fit-for-purpose talent pool through tailored programmes, learning resources and development initiatives

- Enhanced employee engagement through People Survey, EXCO-led engagement sessions such as townhalls, lunch & learns and skip-level coffee chats, resulting in a 9% increase in employee engagement score and three percentage point improvement in turnover rate
- Launched Happy Mind to avail mental health support for employees, in collaboration with Naluri. 69 employees have since undergone remote therapy and digital coaching
- Groomed future leaders through young talent programmes to ensure a sustainable talent pipeline, with cumulative investment of RM44 million to date

Refer to *Talent* section on pages 82 to 87

- Upskill and reskill talents to ensure a digital-ready and progressive talent pool
- Streamline organisational structure to drive productivity and innovation

### Material matters identified: Community development & social betterment Strategic Drivers:

#### Why is it important to us?

To inspire our community and create a positive long-term social impact

#### FY21 Goals and Report Card:

##### Driving community initiatives with a focus on local education and sports programmes, while pursuing new opportunities to inspire and support our community

- Kampus Astro reaches over 5 million students annually across 10,500 government schools and teacher activity centres
- Astro Tutor TV, available to all Astro and NJOI customers, supported students nationwide amid school closures
- Aired over 16,000 hours of public service announcements in FY21 to amplify community and environmental messaging, including health & safety reminders and environmental conservation across TV, radio and digital

- Astro Kem Badminton (AKB) renewed partnership with Badminton Association of Malaysia (BAM) and pivoted to online virtual coaching sessions for young shuttlers amid the pandemic
- Leveraged Astro's advertising reach to offer marketing solutions and special advertising packages for SMEs to help rebuild businesses affected by lockdowns
- Introduced Go Shop Bazaar, a dedicated webpage offering free listing for local SMEs to market their goods and services to Go Shop customers
- Equipped 17 COVID-19 quarantine centres nationwide with complimentary NJOI decoders and TV sets to keep patients informed and entertained
- Extended support to communities and frontliners during lockdowns

Refer to *Community & Environment* section on pages 88 to 91

#### Goals in FY22:

Drive existing programmes, while pursuing new opportunities to inspire and support our community

### Material matters identified: Environmental stewardship Strategic Drivers:

#### Why is it important to us?

As a responsible corporate citizen, we are mindful of our environmental footprint across our businesses and aim to minimise our environmental impact

#### FY21 Goals and Report Card:

##### Sustain and enhance our environmental initiatives through eco-conscious practices

- Reduced our annual greenhouse gas ("GHG") emission by 2% to 25,423 tCO<sub>2</sub>e in 2020. GHG intensity is up 9% to 5.8 tCO<sub>2</sub>e per RM million of revenue in 2020, impacted by the drop in revenue amid the pandemic
- Harvested 1.7 million kWh of photovoltaic energy utilising our solar panel system, equating to 24,718 trees being planted
- Reduced electricity consumption by 2% to 33 million kWh, amid the relocation of employees from other premises back to AABC in line with our workspace consolidation strategy

- Regrettably, two burst water pipe incidents led to a 2% increase in water consumption to 134,000 m<sup>3</sup>
- Our flagship STB, the Ultra Box is 40% smaller in size compared to its predecessors with a majority of its components consisting of eco-friendly materials
- Distributed 11,000 reusable fabric face masks for employees use to reduce waste
- Expanded "Stop Single-Use Plastics" campaign across our Group to reduce plastics use

Refer to *Community & Environment* section on pages 92 to 97

#### Goals in FY22:

Sustain and enhance our environmental initiatives through eco-conscious practices

### Material matters identified: Ethical business practices Strategic Drivers:

#### Why is it important to us?

We operate our business guided by strong governance and compliance practices to enable the achievement of business objectives in a sustainable manner

#### FY21 Goals and Report Card:

##### Our Group is committed to the highest standards of business ethics, and adherence to legal and regulatory requirements in conducting our business including safeguarding our customers' data and content

- Periodic assessments of our Group's policies and procedures to ensure adequacy, effectiveness and relevance
- Strengthened business ethics and compliance culture with regular training and through COBE, AACF, Fraud Management and WPP frameworks
- Introduced third-party COBE, due diligence questionnaire and vendor integrity pledge to safeguard our business from bribery, corruption and fraudulent activities

- Implemented security policies, procedures, technologies and tools to minimise risk of data breaches
- Mandatory annual PDPA assessment among Team Astro to reinforce data privacy and protection awareness
- Support all piracy countermeasures and work closely with regulators, content providers and industry players to combat piracy
- Periodic training on Content Code and Self-Censorship Guideline
- Ongoing advocate for responsible content viewing with viewer discretion warnings, program rating and Parental Control setting

Refer to *Key Business Risks* on pages 44 to 47 and *SORMIC* on pages 142 to 148

#### Goals in FY22:

To uphold the highest standards of business ethics, and adhere to legal and regulatory requirements in conducting our business

#### Strategic Drivers



Content



Customer



Experience & Technology



Talent

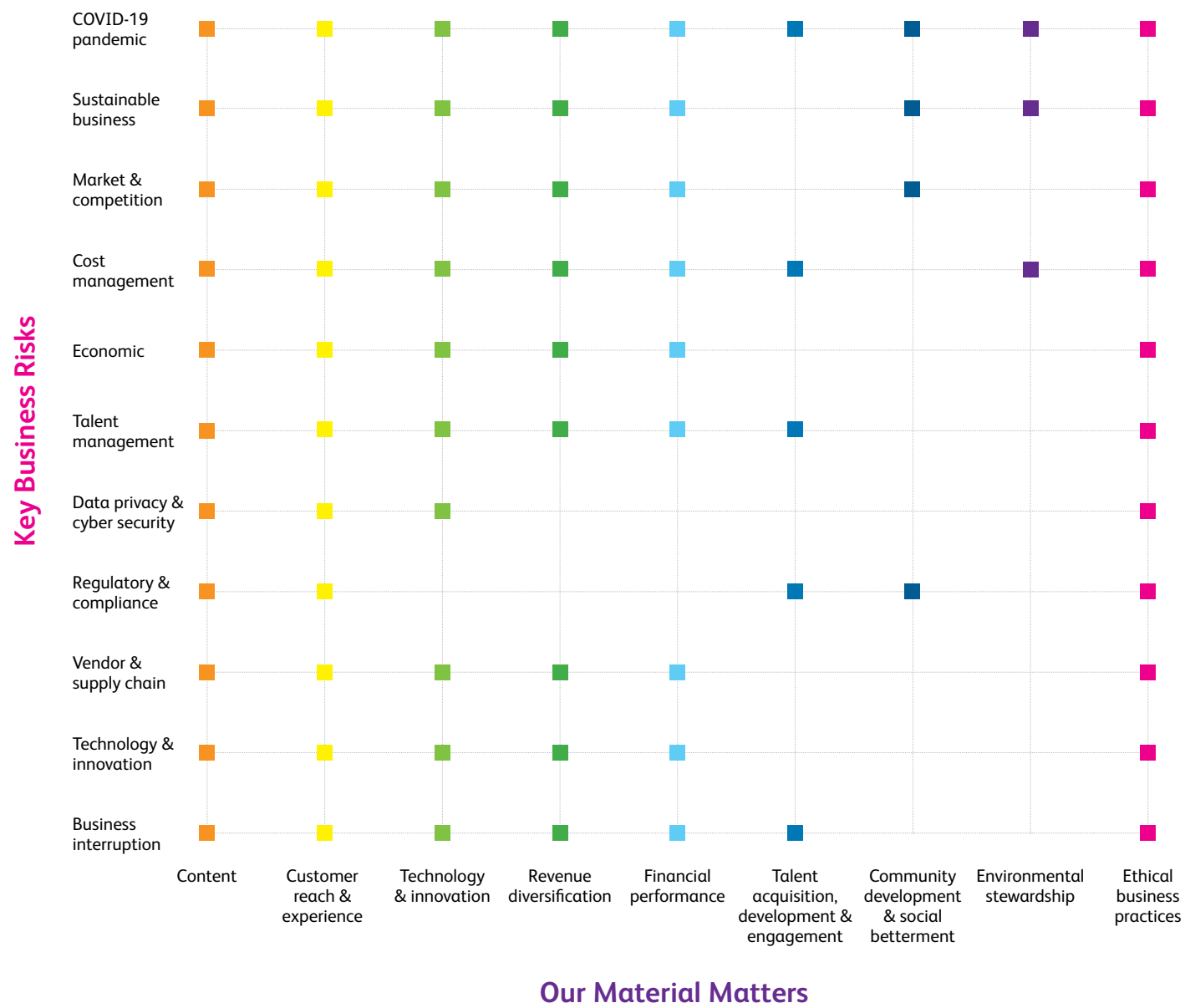


Community & Environment

# Key Business Risks

At Astro, risk management principles are embedded throughout our Group's business processes from strategic planning to daily operations. We are proactive in identifying, assessing and managing both emerging opportunities and threats to ensure achievement of our Group's strategic imperatives.

In 2020, we harmonised our key business risks and material matters by integrating them as illustrated in the diagram below:



We assess our key business risks against the backdrop of structural changes in the global media and entertainment space amid the challenging market outlook. The table below represents a summary of our key business risks, key risk indicators, risk trends (indicating whether the risk has increased, decreased or maintained versus previous reporting) and mitigation actions to address these risks. These risks should not be viewed in isolation as some may be interrelated whereby improvements in one may impact another directly or indirectly.





Key Business Risks	Description	Mitigation Actions	Key Risk Indicators
<b>COVID-19 pandemic</b> Risk Trend: <i>New</i> Strategic Drivers:	COVID-19 pandemic has a potential adverse impact on our employees, operations, suppliers, and customers. The chain effect from the pandemic has prompted our Group to realign its focus on employee's safety and well-being, business recovery, and sustainable operation	Our immediate focus was on the health and safety of our employees and stakeholders. Our Crisis Management team meets regularly to identify risk exposures, execute various health and safety measures aligned with World Health Organisation and government guidelines, and continuously evaluate and refine practices to adapt to the changing situation.  Our Group promptly activated our business continuity and recovery plans to serve our customers and support communities during this unprecedented period.	<ul style="list-style-type: none"> <li>Number of COVID-19 cases in Malaysia</li> <li>MCO restrictions and government guidelines</li> </ul>
<b>Sustainable business</b> Risk Trend: Strategic Drivers:	Challenging market outlook increases pressure on our Group to ensure consistent financial performance to maintain a sustainable business model	We are focused on deepening home engagement through a compelling and refreshed content slate, enhancing customer service and experience, and bundled connectivity; broadening reach to individuals through streaming services, radio, digital and commerce; as well as providing flexible content and advertising solutions for our enterprise customers.  We are committed to delivering positive financial performance and long-term impactful ESG endeavors focused on lifelong learning, community development, sports and environment.	<ul style="list-style-type: none"> <li>Financial and business performance indicators</li> <li>Net Promoter Score</li> <li>ESG indicators</li> </ul>
<b>Market &amp; competition</b> Risk Trend: Strategic Drivers:	The rapidly changing media landscape due to global streaming wars and the proliferation of piracy affects the value proposition of our business	We continue to monitor the market landscape and realign our strategies to capitalise on new opportunities to serve our diverse consumer base. This includes: <ul style="list-style-type: none"> <li>Championing local content creation especially vernacular signatures, education programmes, movies and Astro Originals</li> <li>Leveraging technology and digital transformation to boost operational efficiency and agility in enhancing customer experience</li> <li>Revenue diversification strategy through new growth drivers and businesses</li> <li>Advocating responsible content consumption and support piracy countermeasures and IP protection initiatives</li> <li>Collaborating with government bodies to support and promote local movies</li> </ul>	<ul style="list-style-type: none"> <li>New product and service offerings</li> <li>Customer Satisfaction Score</li> <li>Net Promoter Score</li> <li>Market share</li> <li>Piracy monitoring</li> </ul>

**Strategic Drivers**

 Content   
 Customer   
 Experience & Technology   
 Talent   
 Community & Environment







## Key Business Risks

Key Business Risks	Description	Mitigation Actions	Key Risk Indicators
<b>Cost management</b> Risk Trend: ↑  Strategic Drivers: 	Effective cost management to ensure optimised business execution	We continue to be value conscious through various rationalisation initiatives balancing the requirements for content, product, and customer experience with due regard to economic, environmental, social and governance matters.	<ul style="list-style-type: none"> <li>Content cost % of TV Revenue</li> <li>Net Promoter Score</li> <li>Financial and business performance indicators</li> <li>ESG indicators</li> </ul>
<b>Economic</b> Risk Trend: ↑  Strategic Drivers: 	The COVID-19 pandemic has unprecedented impact on the global and local economy, thus also impacting our Group's performance	We actively review and align our execution plans based on the changes in economic conditions and consumer sentiments. This includes: <ul style="list-style-type: none"> <li>Disciplined cost rationalisation with prudent treasury, hedging and investment management</li> <li>Fortifying our existing ecosystem by strengthening core Pay-TV proposition through compelling and refreshed content slate, stronger value proposition, enhanced customer experience, improved customer service and rewards</li> <li>Growing adjacent businesses and diversifying revenue streams</li> <li>Prioritising initiatives to ensure business profitability and sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Financial and business performance indicators</li> <li>Customer sentiment index</li> <li>Foreign exchange rate fluctuations</li> </ul>
<b>Talent management</b> Risk Trend: ↔  Strategic Drivers: 	A fit-for-purpose talent pool is crucial to execute business strategy. Ensuring the health & safety of our employees and stakeholders is our Group's focus during the pandemic	Drive values of inclusivity, accountability and creativity among Team Astro and invest in our local talents through talent development programmes. Our compensation structure is benchmarked to industry best practices ensuring the ability to attract and retain talents.  We ensure the health, welfare, and well-being of our employees by providing a safe and conducive work environment that complies with global and governmental public health guidelines and measures. This includes supplying employees with face masks, conducting daily temperature checks, compulsory entry-point QR code health declarations, and appropriate social distancing measures.	<ul style="list-style-type: none"> <li>Astro People Survey</li> <li>Critical role vacancies</li> <li>COVID-19 cases among employees</li> </ul>
<b>Data privacy &amp; cyber security</b> Risk Trend: ↑  Strategic Drivers: 	Failure to adequately prevent or respond to data breach, theft, loss and misappropriation of information could adversely impact customer confidence, leading to reputational damage, regulatory penalties and business disruption	We are focused on protecting the data privacy of our customers and our businesses, guided by a data privacy and protection governance framework that includes: <ul style="list-style-type: none"> <li>Implementation of security policies, procedures, technologies and tools designed to minimise the risk of privacy breaches</li> <li>Established escalation process for major incidents to ensure timely identification and resolution</li> <li>Continuous strengthening of IT security against malicious activities, cyber-attacks and malware during the pandemic</li> <li>Reinforcing awareness among employees via an online mandatory annual PDPA assessment</li> </ul>	<ul style="list-style-type: none"> <li>Cyber attack and security incidence reports</li> <li>Cyber security technology updates</li> <li>Progress on implementing data protection and privacy programme</li> </ul>

Refer to pages 146 to 147 in SORMIC for further details

**Strategic Drivers**














-  Content
-  Customer
-  Experience & Technology
-  Talent
-  Community & Environment







Key Business Risks	Description	Mitigation Actions	Key Risk Indicators
<b>Regulatory &amp; compliance</b> Risk Trend: ↔  Strategic Drivers: 	A fit-for-purpose control environment within our Group is fundamental in ensuring good corporate governance	We are committed to ensuring compliance and an effective internal control environment that includes: <ul style="list-style-type: none"> <li>Compliance and regular training and awareness on Content Code and Self Censorship Guidelines</li> <li>Advocating responsible content consumption with viewer discretion warnings, program rating and Parental Control setting</li> <li>Strengthening business ethics and compliance culture with regular training and established COBE and AACF framework</li> <li>Regular review, reassessments and updates on Group's policies and procedures to ensure adequacy, effectiveness and relevance</li> </ul>	<ul style="list-style-type: none"> <li>Internal performance monitoring towards regulatory operational standards</li> <li>Deviation from Group's set standards and governance framework</li> </ul>
<i>Refer to pages 144 to 147 in SORMIC for further details</i>			
<b>Vendor &amp; supply chain</b> Risk Trend: ↑  Strategic Drivers: 	Our business is dependent on strategic third-party relationships, including content vendors. Failure of key vendors or partners may impact our operational efficiency and ability to deliver quality services	We have an established supply chain management to ensure our ability to meet stakeholders' expectations, including: <ul style="list-style-type: none"> <li>Content diversification across genres, both vernacular and international including producing and commissioning compelling content to serve our customers</li> <li>Enhancing our in-house capabilities through design architectures that reduce dependencies on third parties</li> <li>Regular review, reassessments and updates on policies and procedures from vendor onboarding and tendering to contracting to ensure effectiveness while promoting transparency and proper audit trails</li> <li>Established supply chain business continuity plans initiatives via dual vendor or dual site approach</li> <li>Enhanced supply chain management to better serve our customers following the implementation of various lockdowns as a result of COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Service level performance</li> <li>Risk flags on sales, inventory and operations planning reports</li> </ul>
<i>Refer to pages 146 to 147 in SORMIC for further details</i>			
<b>Technology &amp; innovation</b> Risk Trend: ↑  Strategic Drivers: 	Rapid shifts in technology, media landscape and product innovation make customer experience a key differentiator	We continue to leverage technology to boost operational efficiency and agility, allowing better speed to market while reinvigorating customer experience, including: <ul style="list-style-type: none"> <li>New 5-year Technology Blueprint to ensure a flexible architecture to support business requirements</li> <li>Continuously investing to modernise and equip our systems with new capabilities to deliver the right customer experience</li> <li>Leveraging data and technology for more personalised customer engagement</li> </ul>	<ul style="list-style-type: none"> <li>Customer Satisfaction Score</li> <li>Periodic project progress report</li> </ul>
<b>Business interruption</b> Risk Trend: ↑  Strategic Drivers: 	Contingency and recovery arrangements are necessary to protect the interests of our Group and ensure our ability to meet customer demands and service expectations with the imposition of lockdowns during the COVID-19 pandemic	We have established various measures in place to minimise impact of business disruption, including: <ul style="list-style-type: none"> <li>Periodic reviews of our system and processes to minimise potential disruption to broadcast and services</li> <li>Effective communication process for timely update to stakeholders during any incident and/or crisis</li> <li>Business continuity plans and maintenance activities as well as adequate insurance coverage for business interruptions</li> </ul>	<ul style="list-style-type: none"> <li>Net Promoter Score</li> <li>Service and broadcast outages</li> </ul>

Refer to page 147 in SORMIC for further details

# Market Landscape

Key trends that are expected to impact our business over the short, medium and long term and our response to each:

Trends	Description	How we are monitoring and responding to the trend	Our capitals that the trend relates to
<b>Local content is king</b>	Vernacular content continues to gain popularity, with this accounting for the bulk of viewing in Malaysia.	Being the largest content producer in Malaysia, we are a key beneficiary of this trend. In FY21, we produced and commissioned over 9,000 hours of local content. Malaysians are very engaged with vernacular content and we intend to increase content investments in local and regional IPs.  The success of our Astro First home cinema in premiering first-run local movies in FY21 proves there is strong, growing demand for premium local content, which we will meet by producing more fresh, edgy Astro Originals.	   
<b>Streaming wars heat up</b>	Multiple players are launching direct-to-consumer (“D2C”) services either globally, regionally or locally. Fierce competition will see streaming players competing for market share, resulting in a fragmented streaming landscape with consumers overwhelmed about different streaming offerings.	Astro’s deep understanding of local consumer and content preferences makes us uniquely positioned to be the preferred aggregator of global streaming services for Malaysians.  These can be bundled with or added on to Astro packages to provide more value and convenience to customers.  We will launch our own standalone streaming service in FY22 catering for millennials that combines our winning vernacular content and premium live sports differentiating from the international content offering by our streaming partners.	   
<b>Enhanced connectivity to drive digital content consumption</b>	In August 2020, the National Digital Infrastructure Plan (JENDELA) was unveiled to prepare the nation for a transition to 5G and provide a faster and better broadband experience for Malaysians. This is expected to grow mobile and fixed connectivity exponentially, paving the way for greater digital content consumption.	Our Pay-TV customers have access to our companion app, Astro GO to watch content on the go. To meet the increasing appetite for streamed content, we are accelerating the deployment of connected STBs – the 4K UHD Ultra Box and HD Ulti Box – so our Pay-TV customers can enjoy the new Astro viewing experience and stream their favourite shows from our On Demand library featuring over 65,000 titles. Plug and play versions of these STBs will be introduced, which can run fully on IP without a satellite dish, enabling customers to self-install their STBs.  Through our broadband offering, customers can enjoy high-speed connectivity bundled with the best local, sports, regional and international content at a great price point.  Meanwhile, Astro’s two-pronged streaming strategy will give Malaysians access to the best vernacular and sports content via our own standalone streaming service to be launched in FY22, alongside the best international streaming services which we will aggregate.	    

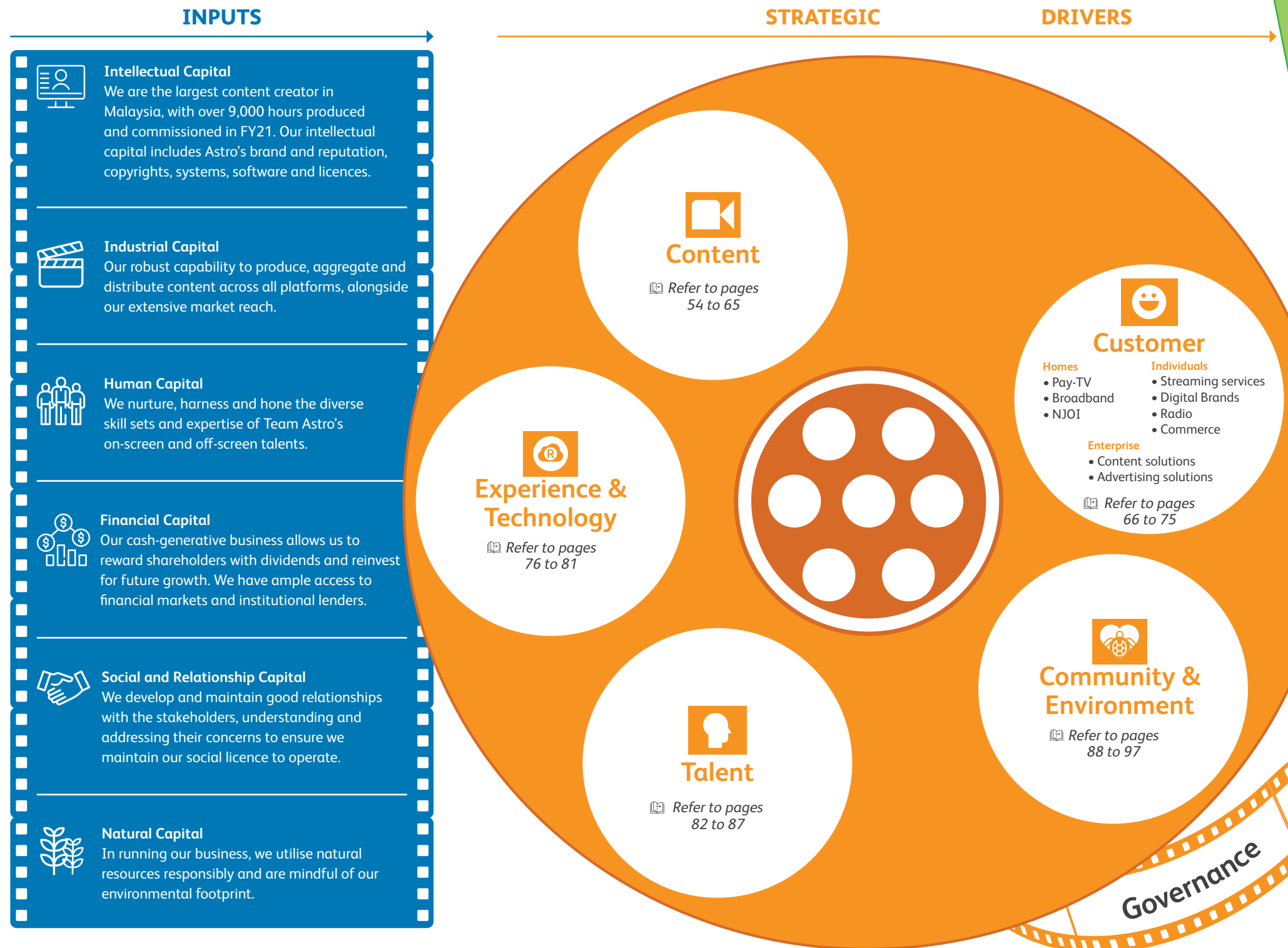
Trends	Description	How we are monitoring and responding to the trend	Our capitals that the trend relates to
<b>Uneven playing field between technology giants and local media players</b>	Local operators such as Astro are subject to strict regulations on content censorship and taxation, but the same do not apply to international operators, creating an uneven playing field between local players in the Malaysian media industry and international players who enjoy lower operating costs while contributing less to the local economy in terms of investment, tax and job creation.	The sustainability of media industries worldwide hinges upon the ability of local players to operate on a level playing field with technology giants and global operators, who often have greater bargaining power. Australia recently passed a new media law in February 2021 to address this imbalance, compelling technology giants to remunerate local media organisations for the use of their content, thus setting a precedent and serving as a test case for other countries.  Countries such as France, Austria and the United Kingdom have introduced digital taxes that would see technology giants pay corporate taxes on revenue ranging from between 2% to 5% for business generated from local consumers.  We will continue to engage with regulators to address the uneven playing field existing between different companies serving Malaysians.	 
<b>Threat of piracy</b>	Freeriding on the back of the digital superhighway, piracy steals from content creators by sapping their economic returns and disincentivising them from making further content investments giving rise to a vicious cycle that endangers the local creative industry.  It is estimated that piracy steals RM3 billion annually from the Malaysian content industry and RM500 million in tax revenues, and risks thousands of jobs.  Left unchecked, it cultivates a dangerous mindset among Malaysians that content theft is acceptable. Moral issues, risks associated with malware and identity and the long-term economic and social impact are disregarded.	The COVID-19 pandemic has highlighted the significant role played by legitimate media players in reaching the masses. In this crucial time, we have played our role as a responsible corporate citizen in informing and educating the community, disseminating government messaging, broadcasting PSA and discrediting fake news.  We fully support all countermeasures against copyright infringement and work closely with regulators including the Malaysian Communications and Multimedia Commission (“MCMC”), KPDNHEP, the Royal Malaysia Police and the Royal Malaysian Customs Department to tackle digital piracy.  Combating piracy is a joint effort by all parties, including content providers, the authorities, e-commerce players (where illicit streaming devices are often sold) and consumers. We collaborate with industry players and content partners to develop countermeasures against piracy, and continue to educate and raise awareness among the public and businesses about the economic and social losses inflicted by piracy.	   

### Capitals

 Intellectual Capital
  Industrial Capital
  Human Capital
  Financial Capital
  Social and Relationship Capital
  Natural Capital

# Our Value Creation

By adopting integrated reporting we provide relevant qualitative and quantitative information to our stakeholders to facilitate informed decision-making. Harnessing our six capitals, we create value through our Strategic Drivers, namely Content, Experience & Technology and Talent to serve our Customers, Community & Environment and generate sustainable outcomes benefitting our business and stakeholders.



**Growing our ecosystem**  
Growing our customer reach and content capabilities amid industry upheavals and the threat of piracy for business sustainability

> MARKET REACH		> CONTENT	
5.7m TV Households	74% Household penetration	8,300 Enterprise customers	9,000 hours Local content produced
17.0m Weekly radio listeners	2.8m Registered Go Shop customers	14.0m MUV on digital brands	RM1.2b Total content investment

**Enhancing shareholder value**  
Delivering positive operational performance and rewarding shareholders through dividend distributions

> FINANCIALS		
RM4.4b Revenue	RM540m PATAMI	RM1.3b FCF
RM417m Dividend in respect of FY21	9% Dividend yield	29% FCF yield

**Supporting the economy**  
Contributing to the Malaysian economy both directly and indirectly

> TALENT		
4,490 Employees	RM537m Staff costs	22,415 Training hours

> GOVERNMENT & INDUSTRY		
RM320m Local content investment	RM165m Corporate tax	RM2.7b Payment to vendors

**Responsible ESG-focused corporate citizen**  
Operating responsibly and contributing to the betterment of our community and environment

> COMMUNITY		
5m Students reached annually through Astro's educational content	RM7m Investment in educational and learning content	RM4m Investment in community projects

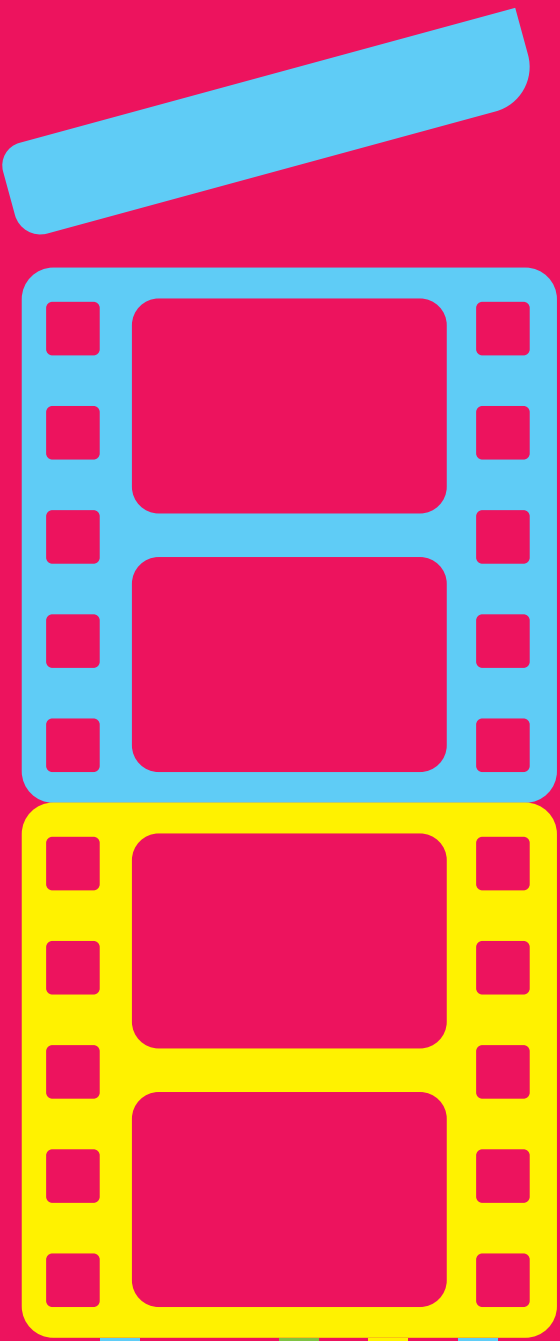
> ENVIRONMENT	
1.7m kWh renewable energy generated in 2020 from our solar panel system	964 tCO <sub>2</sub> e Carbon avoidance

## Our Value Creation

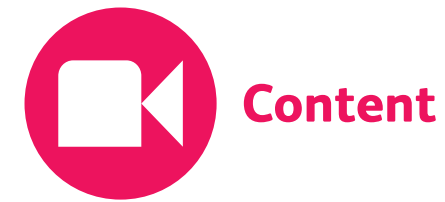
Our vision is to be Malaysia's #1 Entertainment Destination, embedding ESG practices across our Group as guided by the UN SDG.

Strategic Drivers	Content	Experience & Technology	Talents	Customers	Community & Environment
<p><b>Description</b></p>	<p>Produce, aggregate, distribute and monetise content across TV, streaming services, radio and digital by serving the best of local vernaculars, sports, kids, regional and international content to serve customers</p>	<p>Harness technology and data to provide customers great viewing experience on all screens, personalised recommendations and convenient customer care</p>	<p>Embrace diversity and learning to nurture Team Astro, while cultivating the values of inclusivity, accountability and creativity</p>	<p>Serve all customer segments through multiple offerings, catering to diverse preferences and spending propensities</p>	<p>Empower our community and advocate an inclusive society, while being conscious of our environmental footprint</p>
<p><b>Market Trends</b></p>	<ul style="list-style-type: none"> <li>Rising demand for vernacular content among Malaysians, especially for high quality productions with fresh concepts</li> <li>Prioritise ownership of content IPs to differentiate offering and drive customer acquisition and retention</li> <li>Intensifying competition in the content space with multiple content players venturing into D2C offerings as well as threat of piracy</li> <li>Surge in strategic mergers, acquisitions and collaborations to consolidate content production and distribution</li> </ul>	<ul style="list-style-type: none"> <li>Data and technology as key enablers in curating personalised experiences</li> <li>Customers demand simplicity, portability, flexibility, user-centricity and convenience across all product offerings</li> </ul>	<ul style="list-style-type: none"> <li>Rising demand for strategic digital talents</li> <li>Increasing focus on upskilling and reskilling talents to remain agile and relevant</li> <li>Changing workforce dynamics with digital natives transitioning into the workforce amid new norms arising from the COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Consumers and businesses impacted by the ongoing pandemic</li> <li>Shift in viewing from households to individuals through mobile and personal devices driven by enhanced connectivity</li> <li>Highly fragmented landscape arising from intensifying streaming wars, leading to potential streaming fatigue</li> <li>Rise of converged players offering customers bundled solutions to meet their diverse needs</li> </ul>	<ul style="list-style-type: none"> <li>Growing emphasis on sustainability focusing on ESG by investors and stakeholders</li> <li>Heightened urgency by corporates to embed good ESG practices throughout business</li> <li>Multiple governance framework for ESG reporting including UN SDG</li> </ul>
<p><b>Our Strategy</b></p>	<ul style="list-style-type: none"> <li>Create compelling, winning and innovative premium Malaysian content</li> <li>Undertake initiatives to strengthen and sustain a winning content pipeline</li> <li>Curate a comprehensive content slate encompassing vernacular, regional, international and live sports offerings to serve customers on TV, radio and digital</li> <li>Collaborate with local and global content players</li> <li>Securing new partnerships with global and regional streaming services bringing the best of premium content to viewers</li> <li>Maximise content value focusing on creating a 360° content experience through licensing deals, on-ground events, merchandise and commerce, amplified by leveraging social media and digital</li> <li>Collaborating with renowned and upcoming content creators and talents</li> <li>Advocate responsible content consumption and IP protection, and support piracy countermeasures</li> </ul>	<ul style="list-style-type: none"> <li>Deepen customer engagement by serving the best user and viewing experience</li> <li>Deliver seamless and intuitive customer experience throughout their lifecycle, balancing between digital processes while retaining the human touch in customer interactions</li> </ul>	<ul style="list-style-type: none"> <li>Nurture, upskill and reskill Team Astro through 24/7 digital learning platforms, training programmes and job rotations</li> <li>Robust talent acquisition and management strategies to ensure a sustainable talent pipeline</li> <li>Infuse core corporate values of inclusivity, accountability and creativity to support a digital culture of agility and innovation</li> <li>Support Team Astro's mental, emotional and physical well-being through comprehensive programmes</li> </ul>	<ul style="list-style-type: none"> <li>Homes: Fortify core homes business by increasing Pay-TV value proposition, broadband bundling while reaching remaining TV households through NJOI</li> <li>Individuals: Serving individuals with personalised offerings through multiple streaming services (both our own and aggregated), radio and digital brands</li> <li>Enterprise: Provide flexible content solutions for enterprises, value-adding to help enhance their retail experience and sales performance</li> <li>Adex: Provide 360° advertising solutions to advertisers by consolidating our multiplatform media reach, signature content, talents, ground activation and analytics</li> <li>Commerce: Solidify Go Shop's position as a leading premium commerce brand offering a multiplatform shopping experience</li> </ul>	<p>Astro's key ESG initiatives:</p> <ul style="list-style-type: none"> <li>Raise educational standards in Malaysia through our ongoing investment into Astro Tutor TV featuring three 24/7 learning channels with online presence, with around RM120m invested in learning content over the last decade</li> <li>Being a voice for good to amplify community messages and raise civic awareness among Malaysians through content and PSA</li> <li>Champion the local media industry and contribute positively to the economy</li> <li>Empower our community through various programmes integral to society's needs anchored by the four pillars of lifelong learning, community development, sports and environment</li> <li>Minimise our environmental footprint through sustainable business practices and initiatives</li> </ul>





# Creating Compelling Asian Stories



Customers spend two-thirds of their time watching our vernacular content

Our rich vault and pipeline of vernacular content sets us apart from our peers, both domestic and global. Innovation took centre stage in FY21 with new content formats, production techniques introduced as well as pioneering Malaysia's largest home cinema in response to the new normal. Amid production breaks as lockdowns were imposed, we produced and commissioned over 9,000 hours of content and grew our On Demand library to over

65,000 titles. TV viewership remained strong at 73% and the number of On Demand shows streamed tripled to 222 million while average weekly viewing on Astro GO grew 23% to 213 minutes, extending viewing across linear and On Demand. Overall, our customers spent an average of four hours daily watching Astro, with two-thirds of their time spent watching vernacular content.

Content produced and commissioned	On Demand library	On Demand shows streamed
<b>9,000 hours</b>	<b>65,000 titles</b>	<b>222 million</b>
FY21	FY21	FY21

## Content

**We explored content with bolder and edgier storylines in FY21 to serve audiences across different vernaculars**

### Creating winning and compelling vernacular content

Astro Originals is our business' strength and focus, driving TV viewership and steering strong growth in consumption of Astro GO and On Demand platforms. Our winning vernacular content remains the primary anchor for advertising with 77% of advertising revenue derived from signature content across Astro's vernacular channels.

Reality shows remained a popular genre among Malaysians in FY21. We introduced *The Masked Singer Malaysia*, a local version of the most adapted show in the world that trended No. 1 on Twitter during its premiere and garnered 2.0 million TV viewership and 32.7 million digital views. We are also the first to adapt and localise the popular British singing competition, *All Together Now* for premiere in FY22.

With no live audience shows allowed during the MCO, *Big Stage 2020* pushed boundaries with the introduction of our very first live virtual audience show, engaging fans in the new normal with over 2.4 million TV viewership and over 15.9 million digital views on Gempak. Our top reality show, *Gegar Vaganza Season 7* raked in 3.3 million TV viewership and 19.0 million digital views. *Sepatu Reunion Live 2020* was reintroduced as a year-long



Reality shows remained a popular genre among Malaysians in FY21



Our dramas continue to captivate and engage audiences

comedy live show and achieved 1.6 million TV viewership. *Anugerah MeleTOP ERA 2020* made broadcast history by becoming Malaysia's first ever 4K UHD production. Enhanced with augmented reality and in keeping with the times, it featured appearances by Health Director General Tan Sri Dr. Noor Hisham and activist Ebit Lew, garnering 2.7 million TV viewership.

Our dramas continue to captivate and engage audiences. Fan favourites during the year include *Perempuan Tanpa Dosa* and *Bidadari Kiriman Tuhan* with 2.1 million and 2.0 million TV viewership respectively. *6 Hari*, a special telemovie produced and directed remotely by Yusry Halim during the initial MCO, trended No. 1 on Twitter during its premiere week and received international coverage as the first quarantine-inspired drama, amassing 782,000 TV viewership.

*Kampung Pisang Bersiri-siri*, an Astro Original spin-off from the No. 1 film comedy franchise, *Hantu Kak Limah* by award-winning director Mamat Khalid was well received by Malaysians with over 1.4 million TV viewership and 227,000 On Demand shows streamed. Engagement was amplified in the digital space by Gempak which drew over 2.0 million digital views. Astro will continue to serve audiences a variety of innovative local premium series by pushing the boundaries of storytelling.

Exploring bolder storylines, *The House: Princess Ezurin* featured the life of Malaysian fashion icon and socialite, Ezurin Khyra and her family with special appearances by local artistes, drawing a huge following with over 1.2 million TV viewership, 4.8 million digital views, and received international news coverage. *The Maid*, a murder mystery comedy revolving around a famous millionaire and his four wives generated strong buzz with every episode trending on social media and garnering 6.4 million digital views and over 751,000 TV viewership.

Our top Chinese IP, *Classic Golden Melody* celebrated its 20<sup>th</sup> anniversary in FY21. It was recognised as "The Longest Running Singing Competition in Malaysia" by The Malaysian Book of Records and achieved a TV viewership of 379,000. Harnessing fan interest, we produced several spin-offs including *Classics Alive*, *The Golden Melody 20<sup>th</sup> Anniversary Special Editions*, as well as *The Golden Melodies - My MCO Music Journal* which proved popular with viewers.

*Astro Business Talk* franchise extended help to over 900,000 SMEs that were impacted by the MCO by sharing the latest business trends, branding and marketing strategies as well as digital transformation tips. Meanwhile, *Reignite SME* campaign assisted SMEs in rebooting their businesses by offering free advertising slots across TV, radio and digital. *Prime Talk*, our Chinese news programme achieved an all-time high TV viewership of 507,000 as Malaysians kept themselves updated with the latest development amid the pandemic. Another signature news programme, *Evening Edition* also garnered strong TV viewership of 567,000, a huge increase of over 70% year-on-year.



The Maid was a hit with strong buzz on social media

**Astro Originals is our business' strength and focus, driving TV viewership and growth on Astro GO and On Demand**



Classic Golden Melody is Malaysia's longest running singing competition

## Content



*Tamileetchumy is Malaysia's No. 1 local Tamil drama of all time*

*Tamileetchumy* smashed records and became our most successful local Tamil drama of all time with 359,000 TV viewership. Our very first signature rap reality show *Rap Porkalam* gained over 1.4 million digital views and is the world's first Tamil rap competition. Our RAJINI70 pop-up channel, celebrating superstar Rajinikanth's 70th birthday, engaged 6.4 million viewers and cooking show *Cooku With Comali 2* and international Indian reality show *Bigg Boss* continue to engage fans with TV viewership of 563,000 and 505,000 respectively.

Astro paid tribute to the country's 63rd National Day with new content premieres celebrating Malaysia's diverse history, cultural richness and strength of the human spirit. Merdeka specials and documentaries aired as part of our 'Malaysia, Together We Are Safe' campaign included *Malaysia vs COVID-19* that explored heartwarming stories of COVID-19 frontliners, volunteers, patients and their family members.

We collaborated with National Film Development Corporation Malaysia (FINAS) to launch the PELAKSANA DKD Grant initiative, providing job opportunities to local producers to help revitalise the local creative industry amid the pandemic. Content projects worth RM10 million across multiple languages and genres were approved, and will be aired exclusively on Astro channels.

**We transformed Astro First into Malaysia's largest home cinema by allowing producers to premiere first-run local movies directly to customers**

### Malaysia's largest home cinema

The shutdown of cinemas nationwide to prevent the spread of COVID-19 adversely impacted local film producers who were unable to premiere their films in theaters. To alleviate this distribution bottleneck, we transformed Astro First into Malaysia's largest home cinema by allowing producers to premiere first-run local movies directly to customers to enjoy from the comfort of their homes on a Pay-Per-View basis.

The results have been overwhelming with Pay-Per-View revenue on Astro First increasing by 81% in FY21. More importantly, this establishes an alternative platform for local filmmakers to premiere their movies and provides a business continuity solution to help local producers. Along with the acknowledgement from FINAS, this initiative has proven to be a positive game changer for the local film industry as our first-run films on Astro First outperformed most local films released theatrically in 2019, before the pandemic hit our shores.

*Manap Karaoke* was our maiden first-run movie premiere which grossed RM1.2 million while our 2020 Raya-themed horror comedy film launched during the festive season, *Syif Malam Raya* garnered RM4.3 million. *Mael Totey The Movie*, marking multi-talented showrunner Syahmi Sazli's directorial debut was a record-breaking success. Beating blockbuster winners and becoming the best-selling film of the year, it raked in RM7.2 million.

We also premiered dramas across genres including *Ada Apa Dengan Dosa*, *Town Mall*, *Jebat*, *Eye On The Ball*, *Keluarga Iskandar The Movie* and *Saka Nan Sepi* to help local producers showcase their work of art to Malaysians during these trying times.



*Mael Totey The Movie* was the highest-grossing local movie of 2020 with record revenue of over RM7 million

The success of our first-run films initiative led to the initiation of FINAS' TV/OTT programme fund worth RM5 million in collaboration with Astro. This provides job opportunities to local producers during the pandemic and promotes the development and production of

**As Malaysia's first and only 24/7 Malay language channel dedicated to kids, Astro Ceria is our most popular kids brand featuring a variety of kids entertainment and edutainment content**

local films. Under this programme, Astro worked hand-in-hand with FINAS to identify inspiring Malaysian titles while providing aspiring film producers with extensive marketing and promotional support as well as the opportunity to premiere their films on Astro First. This aims to raise the bar for Malaysian storytelling.

Complementing our home cinema offering, Astro Best continues to bring the latest international blockbusters to customers. With many international releases postponed during the year, Astro curated special movie themed bundles including *DC Universe*, popular kids offering such as *Boss Baby* and *Kung Fu Panda*, as well as *The Godfather* re-released trilogy.

### Captivating and educating the young

We refreshed our kids content offering and welcomed three new kids channels to our family including Nick Jr, Boomerang and FAMtv in FY21. Our fortified kids On Demand library now boasts more than 13,000 shows available for streaming.

As Malaysia's first and only 24/7 Malay language channel dedicated to kids, Astro Ceria is our most popular kids brand featuring a variety of kids entertainment and edutainment content. Reality signature *Ceria Megastar* has always been one of our biggest kids talent shows that achieved 1.0 million TV viewership in FY21; while spin-off *Ceria Online Star*, was a virtual version conceptualised amid the MCO and successfully garnered over 900 submissions in six days.



*Unearthing creative talents among children with Ceria Megastar*

## Content

Our very own *Didi & Friends* once again emerged as Malaysians' favourite preschool programme with TV viewership of 684,000 alongside 1.7 billion digital views and 18.4 million On Demand shows streamed with the release of its fifth season. *Didi & Friends* ranked among Malaysia's Top 5 YouTube channels for the second year running with over 1.4 billion digital views and 1.6 million subscribers on YouTube. *Omar & Hana Season 3* released in FY21 successfully recorded 932 million digital views.

***Didi & Friends* ranked among Malaysia's Top 5 YouTube channels for the second year running with over 1.4 billion digital views and 1.6 million YouTube subscribers**



Our popular kids animation *Didi & Friends* has been growing its fanbase locally and abroad

Our first virtual kids Quran recital competition, *Omar & Hana Little Huffaz* was a hit with over 1,400 video submissions received from local and international fans across 15 countries including Indonesia, United Arab Emirates, USA, United Kingdom, Egypt and Finland. Given the overwhelming response from fans, this show will continue as our yearly flagship event.

Our signature comedy series, *SMK Season 2* captivated young audiences with relevant storylines including challenges in adapting to the new normal, garnering TV viewership of 935,500. *SMK: Study Squad* is Malaysia's No. 1 academic show with 2.6 million viewers. Its festive spin-off special, *SMK: Raya Dekat Jauh* was the first remotely-recorded telemovie in the country, winning Best Quarantine-themed Programme in the prestigious ContentAsia Awards 2020. *Family Spy*, our spy-themed comedy series recorded TV viewership of nearly 900,000.

With prolonged school closures owing to the pandemic, our three 24/7 Tutor TV learning channels supported students in their educational journey. Tutor TV provides up-to-date learning materials consistent with our national school syllabus, supplementing formal learning. Xiao Tai Yang (XTY), our Chinese vernacular kids learning channel launched a series of educational content on TV and online to meet the demand of Mandarin-speaking learners. *XTY Tuition Time*, *QQ Learn At Home*, *XTY Stay At Home* and *XTY Fun Learning* website engaged children with fun and interactive learning content via TV and online platforms. In addition, over 280 new episodes of the Ministry of Education's (KPM) TV Pendidikan were aired on Tutor TV and Astro Ceria to amplify its reach to school-going children.

***Geng Gajet* and *Dekoded* digital shorts were in the Top 5 YouTube trending list with over 1 million digital views**

Championing digital education among youths, we introduced *Dekoded*, a short series promoting digital skills and *Geng Gajet*, the very first coding focused content in Malaysia, recording digital views of over 3.0 million and 1.0 million respectively. Our digital shorts for these programmes were in the Top 5 YouTube trending list with over 1.0 million digital views. We also developed digital content *STEMsasi*, exposing kids to technology fundamentals and igniting their curiosity. *Upped*, an exam-focused educational platform designed to provide kids with additional learning resources was introduced, covering key primary and secondary school subjects.



Nurturing digital skill sets among youths with coding focused content

### Addressing the need for trustworthy news

As Malaysia's first 24/7 news channel, AWANI has consistently kept the nation informed through extensive and critical coverage of the latest breaking news. In 2020, AWANI was recognised by Reuters Digital News Studies Institute as the Most Trusted News Brand in Malaysia for the third consecutive year.

Amid the pandemic, AWANI's TV viewership surged threefold in FY21 as it provided impartial, credible and relevant coverage. Current affairs programmes covering latest global events as well as political topics continue to draw crowds, with viewership for *Agenda AWANI* and *Consider This* each more than quadrupling.

On the digital front, AWANI garnered an average of 5.7 million MUV with its extensive news coverage on both local and international fronts. AWANI's social media platforms including Twitter, Facebook, Instagram, and YouTube continue to command a strong following with over 8.4 million followers, making it Malaysia's most followed TV news brand on social media.

***Reuters* once again recognised AWANI, the first 24/7 local news channel, as Malaysia's Most Trusted News Brand**



Astro AWANI provides impartial, credible and relevant content such as *Agenda AWANI*



## Content



Taking football viewing to the next level with Ultra Box, offering Premier League live matches in 4K UHD

**We look forward to a sporting bonanza in FY22 with the return of Tokyo Olympic Games, UEFA European Championship, SEA Games, BWF Thomas & Uber Cup, the Australian Open and Netball Super League**

### Generating buzz for sports fans

FY21 saw many major sporting titles including 2020 UEFA European Championship and Tokyo 2020 Olympic Games being postponed or cancelled. With fans starved for live sports since the onset of COVID-19, Astro continued to engage Malaysian sports fans by leveraging technology and digital capabilities to bring them together, virtually.

As restrictions gradually eased around the globe, the Premier League launched its Project Restart in June 2020 to conclude its 2020/2021 season and garnered over 5.3 million viewers. Despite the global travel ban which affected our planned Live Premier League post-match pitch-side interviews, we innovated by conducting virtual post-match interviews with prominent personalities including Jose Mourinho, Virgil van Dijk and David de Gea. Stadium Astro, the go-to destination for Malaysian sports fans generated over 22 million digital views from 2020/2021 EPL match highlights.

Meanwhile, Astro Arena, our local sports channel shifted its coverage from content-focused to talent-led interactive podcasts, keeping sports fans engaged despite the absence of local sports. Leading the way was *Borak-Borak Botak*, a football podcast that amassed over 10.3 million digital views while podcasts *PM Bersama AM* and *Berbulu Dengan Burn* also recorded over 8.2 million digital views in total.

We look forward to a sporting bonanza in FY22 with the return of Tokyo Olympic Games, UEFA European Championship, SEA Games, BWF Thomas & Uber Cup, the Australian Open and Netball Super League.

### Embracing the eSports boom

With presence in eight ASEAN countries as well as Australia, our dedicated eSports channel, eGG Network broadcast over 3,900 hours of live local and international content to entertain fans amid the pandemic and managed over 330 gaming content creators in FY21. We collaborated with Tencent Games on the broadcast of *PUBG Mobile World League Season Zero East* on eGG Network that garnered TV viewership of 1.5 million.

We also teamed up with the Ministry of Youth & Sports (KBS) and Esports Integrated to co-produce *Jalur-14*, a five-episode documentary series chronicling the rise of eSports and the gaming industry in Malaysia over the past 14 years, recording TV viewership of over 1.2 million.

Taking a step closer to achieving our long-term vision of creating original global IPs, we collaborated with Alex Yoong, Malaysia's former Formula One driver, to launch the E1 Championship – a premier professional competitive virtual racing circuit.

### Growing digital brands

Addressing the market demand for vernacular-language digital brands, Astro engages millennials and youths on small screens with innovative short-form content through our digital brands including Gempak, Xuan, Ulagam, AWANI, SYOK and Hotspot, with digital natives spending over 9.9 billion minutes watching our content online, a 13% increase year-on-year. Leading the digital space across all vernaculars, Gempak, Xuan and Ulagam strengthened their positions as Malaysia's No. 1 entertainment brand, No. 1 local Chinese digital entertainment brand and No. 1 local Indian digital brand.



eGG Network partnered Alex Yoong to launch E1 Championship, an online only racing series



Bringing social media influencers to mainstream entertainment with Yeah Pay

**Addressing the market demand for vernacular-language digital brands, Astro engages millennials and youths on small screens with innovative short-form content through our digital brands including Gempak, Xuan, Ulagam, AWANI, SYOK and Hotspot**

## Content

Gempak achieved new highs in FY21 with 3.4 million digital MUV, up 20%, having produced and released over 200 hours of fresh content, with 1.6 billion minutes watched and 518 million digital views. During the lockdown, Gempak produced music video *Sentiasa Di Sini* featuring 26 top local artistes dedicated to our frontliners, recording over 3.1 million digital views in just two weeks. Short film *Gerakan Serunding*, produced under virtual direction and self-recorded by the cast, hit over 1.2 million digital views in under a week. Gempak's special Malaysia Day short film *Saya Pun Sama*, a story of three individuals from different backgrounds embodying the spirit of being stronger together, recorded 3.0 million digital views in nine days.

**In FY21, Gempak produced and released over 200 hours of fresh content, with 1.6 billion minutes watched and 518 million digital views**



*Gerakan Serunding* garnered over 1 million digital views in under a week

Xuan and Hotspot are our key brands serving the Chinese vernacular digital natives. Anchored by innovative content concepts, Xuan's MUV increased by over 80% to 1.3 million in FY21. Capitalising on social media trends and influencer activities, Xuan introduced its digital reality show, *Yeah Pay* by bringing social media influencers to mainstream entertainment with contestants competing to become the next big influencer. Serving younger audiences, the show garnered over 7.4 million digital views. Xuan also launched a new YouTube channel, *好HIGH TECH*, focusing on introducing new gadgets, applications, games and other tech trends in creative ways. Since its premiere in July 2020, the show recorded 1.8 million digital views. Xuan's digital shorts *Why So Famous* won for Best Original Programme by Streamer/OTT and Best Short Form Content at the Asian Academy Creative Awards 2020.

Astro Ulagam engages the Tamil-speaking community with a mixture of cultural and reality shows, drawing over 70 million digital views and 652,000 digital MUV and cementing its position as the top local Indian digital brand in Malaysia.

### Fortifying content through streaming collaborations

Through our strategic partnerships with iQIYI and HBO Asia, we added more high quality, premium content to our slate.

Our collaboration with iQIYI enabled Malaysians to enjoy the hottest Asian content such as iQIYI's original Korean drama *Backstreet Rookie* and top rated shows including *Little Nyonya* and *Youth With You 2* with Bahasa Malaysia, English and Mandarin subtitles. Astro customers enjoy exclusive VIP rates for ad-free and advance viewing of premium content on the iQIYI app.

Our partnership with HBO Asia to offer HBO GO unlocked over 4,700 hours of premium English content for our customers while complementing our international content slate. Titles including *Tiger*, *The Undoing*, *Westworld*, *Lovecraft Country* and *His Dark Materials* are now available for free to all Astro Movies Pack customers while other Astro customers can sign-up for HBO GO at a preferential rate. The HBO GO app is also available for subscription by all Malaysians.

Positioning ourselves as a streaming aggregator we will continue to forge deeper content partnerships with global OTT players to bolster our content offerings and achieve our aspiration to be Malaysia's #1 Entertainment Destination. In the near future, we will introduce a standalone OTT product offering targeting millennials.



Our On Demand library features over 65,000 shows including the well-received HK drama, *White War*

### Growing On Demand consumption

In FY21, we grew our On Demand library to feature over 65,000 shows, up 27% year-on-year. With On Demand consumption trending up in FY21 underpinned by exclusive local and international dramas as well as kids content, we achieved a new record with total On Demand shows streamed hitting the 222 million mark, an increase of 200% versus last year. Astro GO consumption is also up by 23% with average weekly viewing of 213 minutes in FY21.

*White War*, the first exclusive Hong Kong drama introduced on Astro GO and On Demand registered 800,000 On Demand shows streamed. *Line Walker Season 3* and *Legal Mavericks 2020* also followed suit and were introduced three weeks in advance for On Demand viewing. Both dramas garnered 2.0 million and 1.3 million On Demand shows streamed respectively before its linear run on TV, enabling customers to binge-watch all episodes at one go. We also added exclusive kids content On Demand including popular series *Mr Bean Animated Series*, *Talking Tom & Friends* and *Upin & Ipin*.

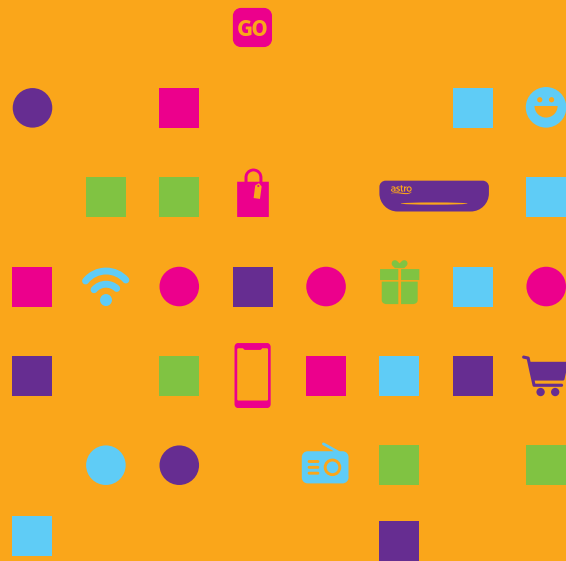
Same Day titles were also made available simultaneously On Demand including HBO exclusive *Flight Attendant* which recorded 130,000 On Demand shows streamed, *Law & Order Special Victims Unit* which garnered 260,000 On Demand shows streamed and *Masterchef Australia* with 250,000 On Demand shows streamed in FY21.

**Line Walker Season 3 and Legal Mavericks 2020 were introduced prior to its TV premiere for On Demand viewing, enabling customers to binge-watch all episodes at one go**



International same day titles were made available simultaneously On Demand

# Bringing Us Together With Engaging Stories And Experiences



*Keeping Malaysians entertained and informed across all screens*

As the largest Pay-TV operator in South East Asia, we leverage our strong content slate including our local signatures, live sports, as well as regional and international content to entertain 5.7 million homes, 8,300 enterprises, 17 million weekly radio listeners on FM and digital, 14 million digital MUV and 2.8 million shoppers across Astro's TV, radio, digital and commerce platforms.

We are focused on expanding individual reach via streaming services, commerce, radio and digital brands, even as we reinforce our core home segment aimed at families through Pay-TV, broadband bundles and NJOI.

Greater emphasis will also be placed on our enterprise business to offer flexible content and advertising solutions across all platforms. Our ability to effectively consolidate a diversified customer base appeals to advertisers who value our ability to persuade and market to their target audience.

Initiatives are ongoing to improve and simplify the customer experience and journey across all product offerings. Amid the challenging operating environment as lockdowns were imposed in Malaysia, we supported the nation, our customers and communities by keeping Malaysians entertained and informed at home. Efforts included complimentary viewing of selected content for Pay-TV and NJOI customers as well as on Astro GO for all Malaysians while we helped ease customers' financial pressure through various proactive initiatives.

***We supported the nation, our customers and communities by keeping Malaysians entertained and informed at home***

## Customer

### MALAYSIA'S #1 ENTERTAINMENT DESTINATION

**DEEPEN HOME ENGAGEMENT**

**BROADEN REACH TO INDIVIDUALS**

**FLEXIBLE CONTENT AND ADVERTISING SOLUTIONS FOR ENTERPRISE**

Serving customers through:



**astro BUSINESS**  
**astro Media Solutions**



### HOMES

Our core business serves 74% of Malaysian TV households through Pay-TV and NJOI. We continue to stabilise and strengthen this segment through a compelling and refreshed content slate, stronger value proposition, enhanced customer experience, bundled connectivity, improved customer service and exclusive rewards.

#### Fortifying Pay-TV proposition

Despite adverse market conditions, muted consumer sentiments and a RM40 one-off Sports Pack rebate given to customers in FY21, Pay-TV ARPU is steady at RM96.9. During the year, we deepened engagement by offering complimentary viewing of Movie, News, Learning and Stay Home Concert channels on Pay-TV to our customers and opened up Astro GO to all Malaysians with complimentary viewing of selected channels.

Mindful of the MCO impact on household income, we proactively engaged customers to recalibrate subscription packages and offered payment flexibility to those eligible. We also temporarily paused disconnections for the 10-week duration of the initial MCO in March 2020.

Supported by a robust acquisition and retention programme implemented during the year together with our initiatives during the MCO, we recorded a significant improvement in customer churn rate by four percentage points in FY21. This improvement is also underpinned by a stronger bundle proposition including broadband, enhanced marketing efforts highlighting our eclectic content slate which caters to Malaysians' diverse viewing preferences, alongside better customer service and experience.

In FY21, we strengthened our Pay-TV proposition by enhancing our bundled packs and giving customers more value from their content bundles. As a result, 78% of our customers are now on bundled packs, up by 16 percentage points from last year.



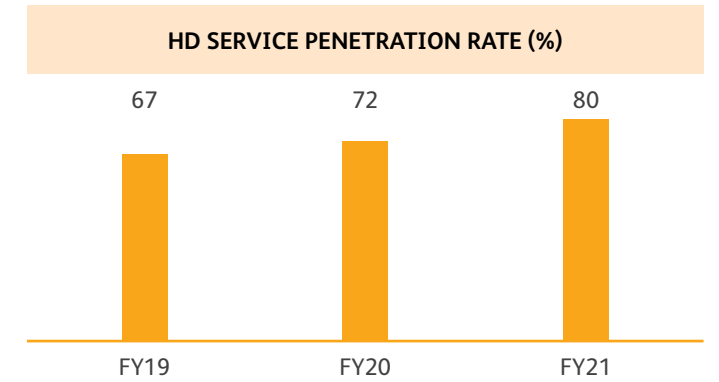
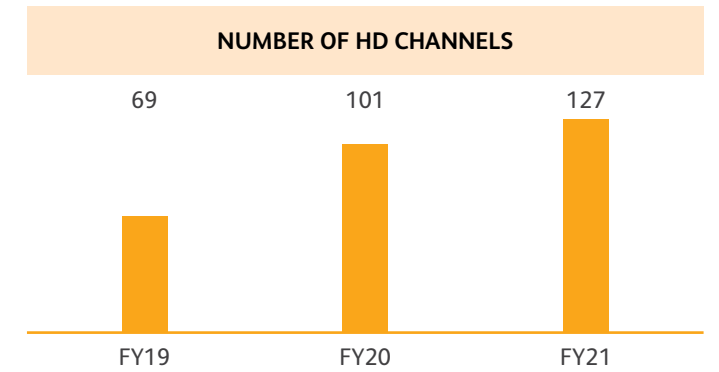
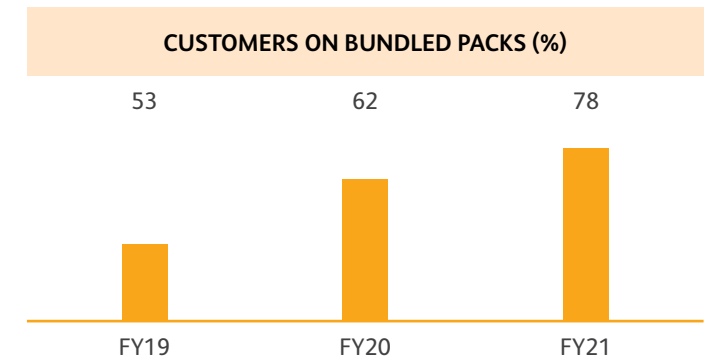
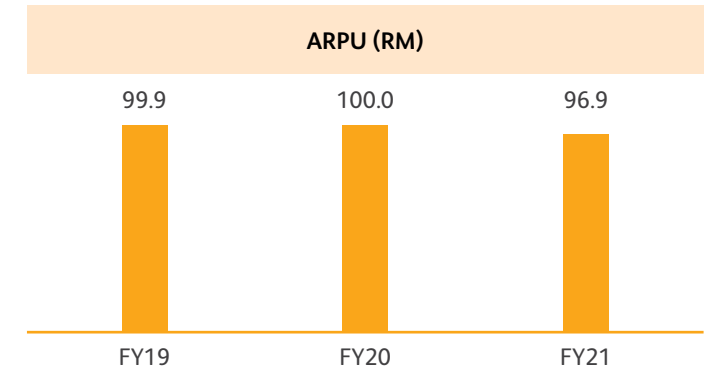
Customers can stream their favourite content in 4K UHD on Ultra Box

Our TV viewership share of 73% is boosted by over 65,000 titles in our On Demand library, with an average viewing time of over four hours daily across TV, On Demand and Astro GO. As Malaysians' viewing patterns extend to include non-linear content consumption, average weekly viewing time on On Demand increased by 46% to 699 minutes as the number of On Demand shows streamed tripled to 222 million.

With 80% of our customers engaged in HD viewing, HD is now the new norm. In FY21, we introduced 26 new HD channels across various genres bringing the total number of HD channels to 127. We also added 4K UHD content to our On Demand library so customers can enjoy a better viewing experience on the Ultra Box.

For more on the new Astro viewing experience, refer to pages 77 to 78 of the Experience & Technology section.

**Supported by a robust acquisition and retention programme, customer churn rate improved by four percentage points in FY21**



## Customer



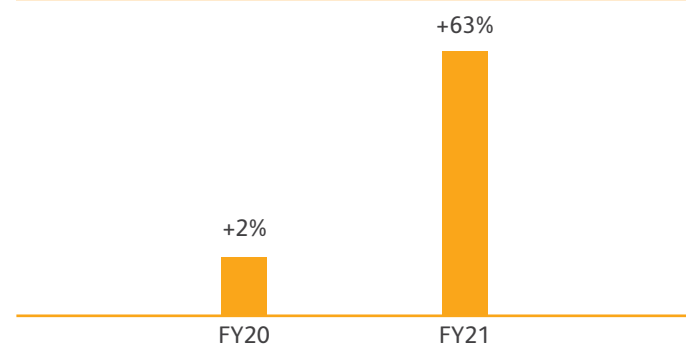
We cater to the modern home by offering both connectivity and entertainment

### Broadband connectivity to all corners of Malaysia

Leveraging our reach to Malaysian homes, our broadband bundles cater to the connected lifestyle of the modern home, driving convenience for customers. Through our partnerships with Maxis and Allo Technology, we now offer broadband at speeds up to 1Gbps bundled with our content packages to provide both connectivity and entertainment for the entire family.

These partnerships extend our broadband footprint to include both urban and suburban locations such as Alor Gajah and Jasin, Melaka. Astro broadband customers grew by over 60% in FY21, putting us on a firm footing for FY22.

### BROADBAND CUSTOMER GROWTH



### Winning the remaining homes with NJOI

NJOI, Malaysia's first freemium satellite TV service is positioned to serve the remaining TV households in Malaysia while acting as our recruitment brand for eventual Pay-TV upgrades. Offering free access to 30 TV channels, 20 radio channels and over 60 prepaid channels and packs, NJOI continues to expand its reach across the remaining untapped Malaysian homes. NJOI's growing customer base reinforces our appeal to advertisers while expanding the potential market for Go Shop, our commerce business. During the initial MCO, NJOI customers received complimentary viewing of additional channels namely KIX, Nat Geo Wild, Celestial Movies and Cartoon Network for a 10-week period.

In FY21, we added four new packs to our prepaid offering and increased à la carte prepaid channels from 38 to 55. Vernacular content remains the favourites among Malaysians with prepaid channels such as Ria, Ceria and Citra attracting the highest prepaid buys in FY21. Local first-run movie premieres on our home cinema offering, Astro First also proved popular.

We will continue to simplify customer experience, and expand digital top-up options as well as NJOI's content menu to drive prepaid activations.



Astro GO caters to customers who prefer to consume content on the go



### INDIVIDUALS

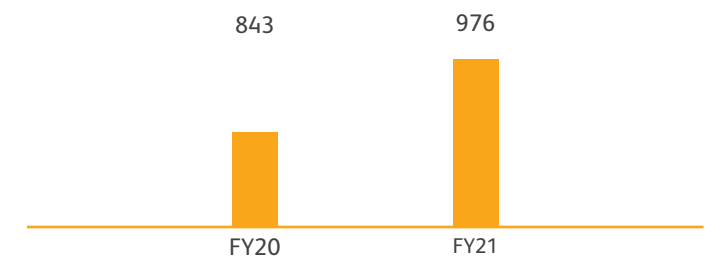
#### Aggregating streaming services

Streaming services broaden our reach to digital natives, expanding content choice and making Astro the one-stop shop for entertainment in Malaysia. We will be adding on more streaming services to our family, currently consisting of Astro GO, HBO GO and iQIYI so Malaysians can enjoy the best content from around the globe.

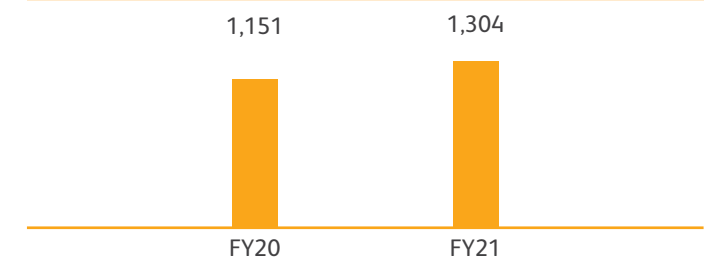
Astro GO, our complementary Pay-TV app, delivers over 120 live-streamed channels and 65,000 On Demand titles seamlessly, allowing our customers to enjoy Astro anytime, anywhere. In FY21, we introduced the download feature, enabling customers to watch their shows offline and saw a 13% jump in MAU with average viewing time up by 23% to 213 minutes. Over 970,000 Pay-TV customers are enjoying Astro GO on up to four concurrent devices. With pre-access, new customers to our Pay-TV service can immediately enjoy Astro GO upon sign-up.

Through our strategic partnership with HBO Asia, over 4,700 hours of premium Hollywood content is made available to Malaysians via the HBO GO app for a monthly fee. Our Movies Pack customers are able to enjoy complimentary access to HBO GO app while other Astro customers benefit from preferential subscription rates.

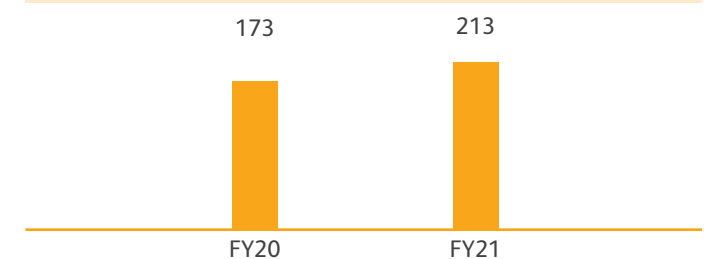
### PAY-TV CUSTOMERS LINKED TO ASTRO GO ('000)



### ASTRO GO MAU ('000)



### ASTRO GO WEEKLY VIEWING MINUTES



## Customer



Our streaming partnerships unlock a wealth of international content

Our partnership with iQIYI, China's largest streaming service provides customers with access to the latest Chinese, Korean, Hong Kong and Malay content via TV, On Demand and streaming services. As iQIYI's first international app partner, we made available the iQIYI app to all Malaysians on a freemium basis with Astro customers being offered iQIYI VIP access at a privileged rate, so they can enjoy ad-free content as well as access to the latest content. Through this partnership, Astro supports iQIYI in marketing, advertising sales and customer acquisition.

We intend to deploy more functionality on Astro GO and introduce a new freemium streaming service, anchored by compelling vernacular and sports content curated for younger audiences.

 <p><b>3.2m MUV</b> Malaysia's No. 1 entertainment brand</p>	 <p><b>1.3m MUV</b> No. 1 local Chinese digital entertainment brand</p>	 <p><b>652,000 MUV</b> No. 1 Indian digital brand</p>
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### Rise of vernacular digital brands

Our digital brands cater to the demand for vernacular digital offerings across market segments including entertainment, news and Islamic lifestyle. Underpinned by our strong vernacular content line-up, we strengthened our slate of digital brands, catering to digital natives' demand for short-form content. Commanding a large fanbase, Gempak, Xuan, Astro Ulagam lead in their respective vernacular languages with 3.2 million, 1.3 million and 652,000 MUV respectively.

Meanwhile, with 5.7 million MUV, AWANI is Malaysia's No. 1 TV news brand on social media and was named Malaysia's Most Trusted News Brand in 2020 by Reuters for the third year running. Engaging the Chinese speaking news fans with over 359,000 MUV, Hotspot is the fastest growing Chinese news portal in the country.

Overall, MUV across Astro's digital brands recorded an increase of 21% to 14.0 million year-on-year. Leveraging our strong vernacular IP curation capability, we aim to grow these vernacular brands while serving advertisers' needs to engage with their desired target segments.

For more on Astro's digital brands, refer to pages 63 to 64 of the Content section.

### Capitalising on strong listenership

Astro Radio is the No. 1 radio brand in Malaysia. With 17.0 million weekly listeners on FM and digital including mobile, web and social media, our 11 radio brands lead across all four major languages, capturing 76% radex share.

ERA, Malaysia's No. 1 Malay-language radio brand, achieved new highs in FY21 with 6.2 million weekly listeners. ERA's fanbase also includes 3.9 million Facebook followers and 980,000 YouTube subscribers.

MY and RAAGA also cemented their positions as the No. 1 Chinese and Tamil language radio brands with 2.0 million and 1.3 million weekly listeners respectively. In FY21, both MY and RAAGA's YouTube page reached 100,000 subscribers, affirming the brand's popularity among our audience. HITZ is Malaysia's No. 1 English-language channel with over 2.5 million weekly listeners.

SYOK, our integrated radio app continues to engage fans beyond airwaves by offering live radio, original multilingual podcasts and videos. Many of our radio talents have become household names, drawing audiences through on-ground, advertising and digital engagements as well as hosting live programmes on Go Shop. In FY21, our podcasts across all four major languages recorded 5.6 million streams.

### Stellar home shopping performance

Go Shop, Malaysia's No. 1 home shopping brand hit new milestones in FY21, with revenue up 26% to RM461 million and customer base expanding by 30% to 2.8 million. Go Shop's success leverages Astro's content production capabilities, sought-after roster of on-screen talents and social influencers, and our agility to quickly adapt to changes in market demand and supply.

Now in the sixth year of operation, Go Shop reaches all Malaysians through five dedicated 24/7 multilingual channels on Pay-TV, NJOI and on Free-To-Air ("FTA"), as well as numerous hourly slots across Astro-branded channels catering to a multilingual customer base.

Early on in the pandemic, we calibrated our product portfolio and expanded product range to meet the high demand for healthcare products, daily essentials and fresh produce. Though live studio filming of our programmes was prohibited during the MCO, we leveraged our digital and social media presence to engage with customers to accelerate buying momentum.

**Go Shop hit new milestones with revenue up 26% to RM461 million and customer base expanding by 30% to 2.8 million**



Serving 17 million weekly listeners with engaging content across FM and digital

## Customer

Go Shop's website and mobile app supports a holistic shopping experience, allowing customers to catch up on their favourite live streams anytime, anywhere. Meanwhile, the app MAU grew 40% to 1.4 million, driving digital sales with more than 50% of Go Shop's sales now transacted online.

Go Shop is focused on creating immersive consumer-centric programmes, offering quality products and specially-curated bundles to differentiate from other commerce players and augment brand trust among Malaysians.



### ENTERPRISE

#### Serving enterprise content solutions

Astro BUSINESS offers content solutions for enterprise customers, including F&B outlets, hotels, government and private offices, retail stores as well as service and healthcare providers as we extend Astro's reach beyond Malaysian homes.



Leveraging our content production capabilities and on-screen talents to deliver a delightful shopping experience

Our enterprise activities were impacted, as movement restrictions and social distancing requirements suppressed the performance of the F&B and hospitality sectors. To support enterprise customers, we promptly responded by rolling out various initiatives including goodwill rebates, flexible subscription options and payment arrangements for those eligible. We also connected enterprises to our commerce platform Go Shop and provided in-house brand placements and attractive rates for them to advertise with Astro. We collaborated with key industry associations including PRESMA and MAH, and various governmental as well as non-governmental organisations to provide greater pricing flexibility to microbusinesses and SMEs. We also worked closely with enterprise customers to increase brand visibility of their premises by providing prominent signages at their storefront to drive higher customer traffic flow.

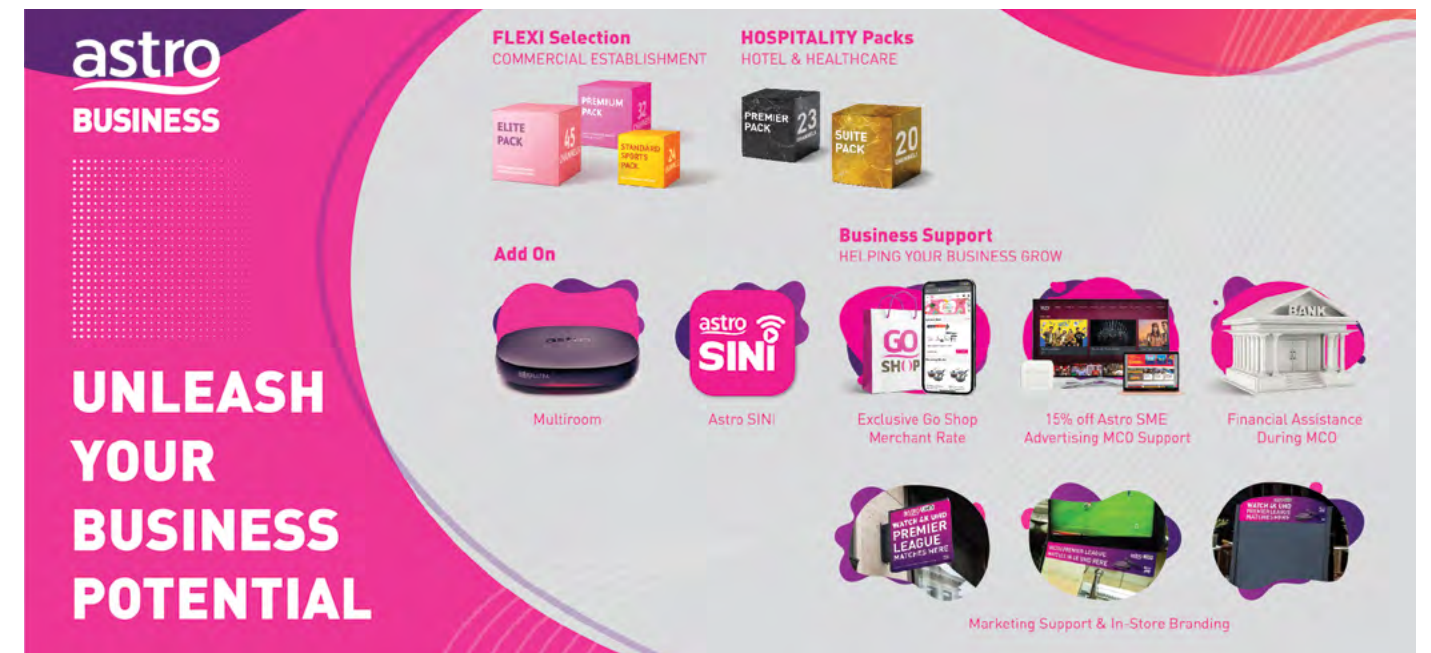
In FY21, we launched Astro SINI, a satellite-based TV hotspot which allows streaming of Astro content via satellite on a personal device without consuming the enterprises' nor patrons' internet bandwidth. Enterprises, especially those with customer holding areas, are thus able to provide quality Astro content for their patrons to enjoy while waiting to be served.

Going forward, greater emphasis will be placed on growing Astro BUSINESS as a strong adjacency for the Group. We look forward to working together with these enterprises to rebuild their businesses as the economy recovers.

#### Solid market share across TV adex, radex & digidex

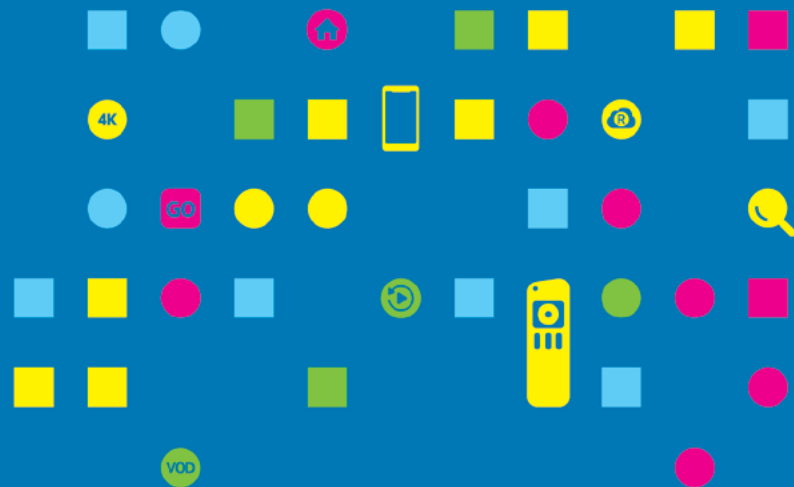
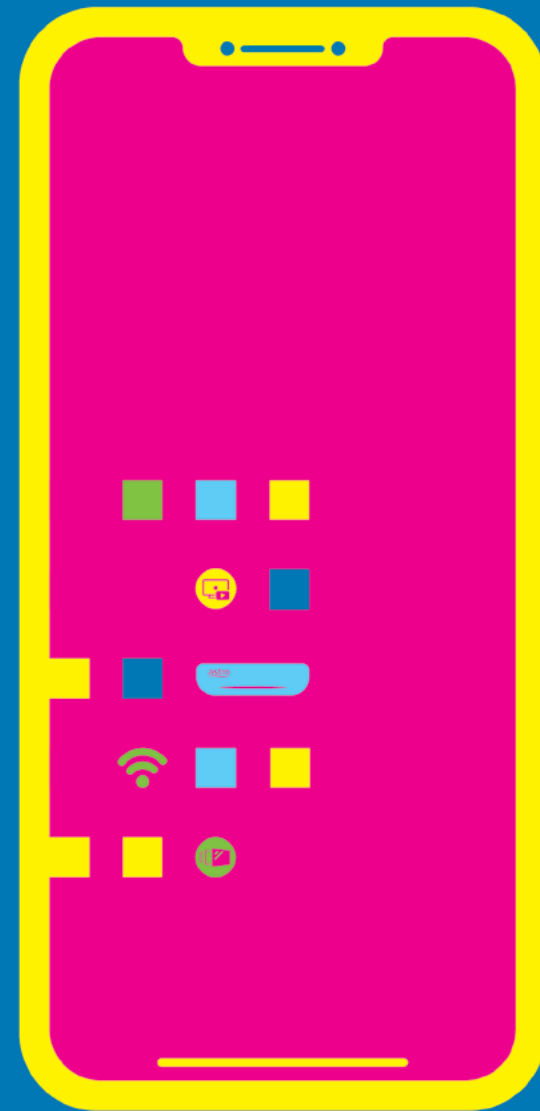
Astro Media Solutions, Astro's advertising arm provides integrated media solutions leveraging our strength across content production, talent, on-ground events and audience targeting to help businesses and advertisers maximise returns from their advertising investments.

Our advertising business took a hit from the pandemic as clients pulled back on spends resulting from the significant economic contraction and substantial dip in consumer sentiments. With Astro's signature content underpinning a majority of our advertising revenue, the halt in production enforced during the initial lockdown also adversely impacted the business. We recovered as restrictions gradually eased and recorded RM428 million advertising revenue in FY21 with adex share across TV, radio and digital standing at 41%, 76% and 3% respectively.



Astro BUSINESS extends our reach beyond homes to enterprise customers

# Bridging Technology And Shared Experiences



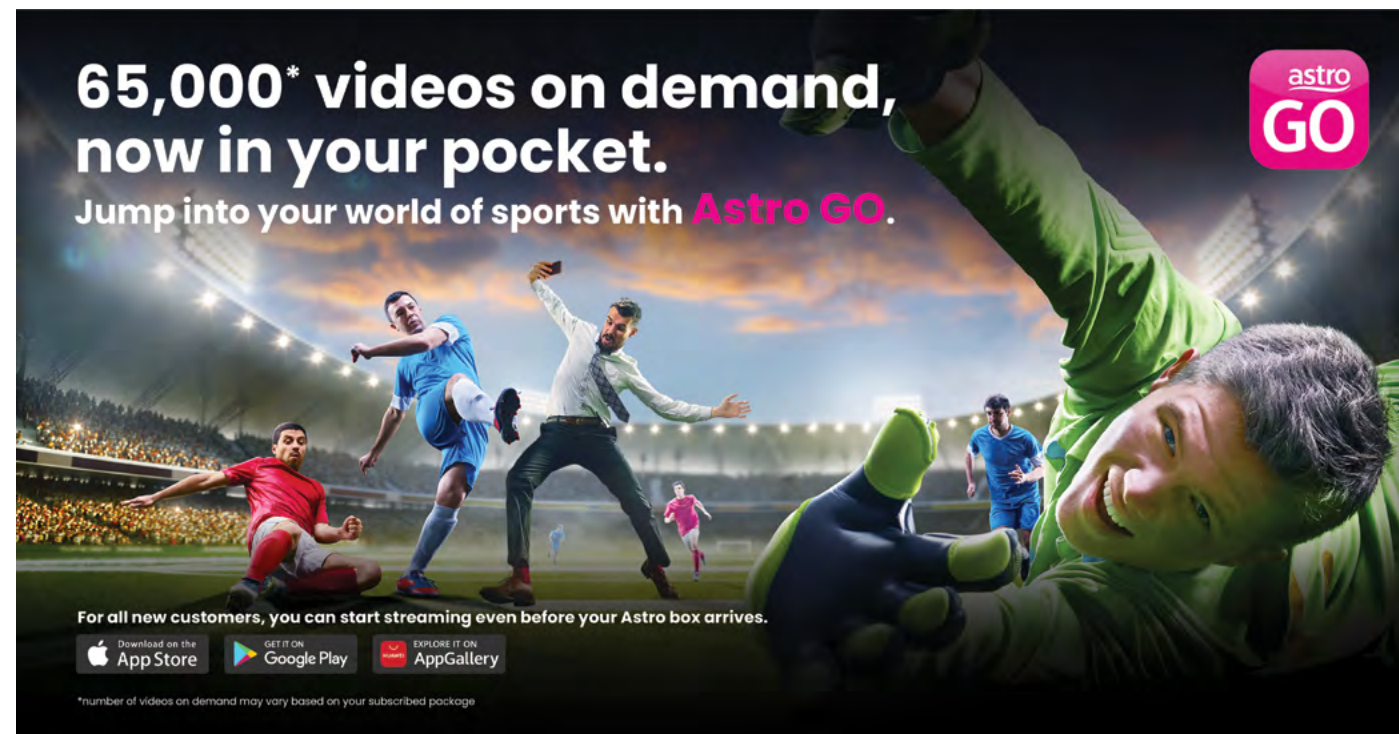
In our pursuit to deliver the best customer experience, we leverage technology to enhance viewing across all screens and simplify the customer journey. Astro's deep consumer insights into the complex Malaysian marketplace coupled with our growing data capabilities enable us to surface relevant content and product recommendations for customers and offer targeted advertising solutions for clients.

***With enhanced user interface and navigability, content discovery is now easier and faster***

**Turning on the new Astro viewing experience**  
The prevalence of high-speed broadband, the proliferation of connected devices and advances in cloud technology presented opportunities for Astro to introduce a new Astro viewing experience for customers. With an enhanced user interface and navigability powered by a robust recommendation engine, customers can now discover content easier and faster. Moreover, features such as Cloud Recording, Play from Start, Multiscreen, and Stop Here, Continue There offer customers a flexible and seamless viewing experience across devices including Astro GO.



## Experience & Technology



New customers can immediately start watching Astro GO upon sign-up

Launched in November 2019, our flagship Ultra Box turned on the new Astro viewing experience with 4K UHD in linear and On Demand. Boasting a sleeker appearance, the Ultra Box build is a balance between functionalities and our care towards the environment with a majority of components consisting of eco-friendly materials. Being five times more powerful than its predecessor, the Ultra Box has over 230,000 installs since its launch in November 2019. In February 2021, we launched our new Ulti Box, the latest addition in our series of HD connected STBs with the same innovative features, extending the new Astro viewing experience to the mass market.

Once connected to home Wi-Fi, customers can stream over 65,000 titles available in our On Demand library and never miss their favourite shows with Cloud Recording. The Play from Start feature enables customers to restart a programme running midway. The Stop Here, Continue There function enables customers to pause a show on TV and resume seamlessly on any device with Astro GO, and vice-versa.

As our platform build-out continues, we will introduce new functionalities for the Ultra and Ulti connected STBs, making them the ultimate platform to enjoy our content.

**In FY21, On Demand average weekly viewing time jumped by 46% to over 11 hours and number of shows streamed tripled to 222 million**

### Driving On Demand viewing

Our On Demand library, comprising over 65,000 titles is updated daily with new shows, allowing customers to watch selected content via On Demand ahead of their linear premiere. The library also features a wide array of content available from catch-up to complete TV series boxsets, movies and other entertainment, both local and international. Stemming from our streaming partnerships, customers can also enjoy exclusive titles from HBO GO and iQIYI On Demand.

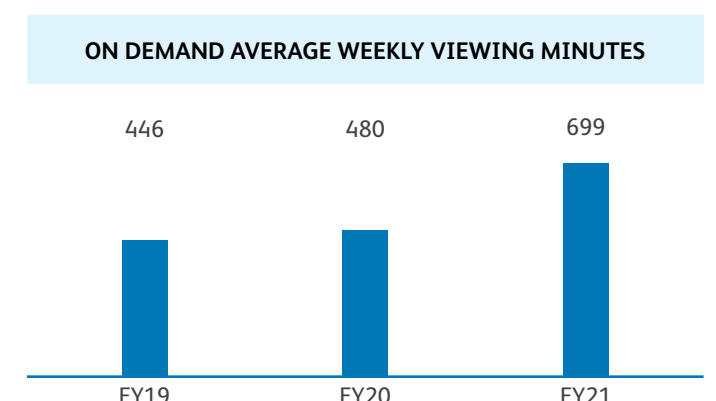
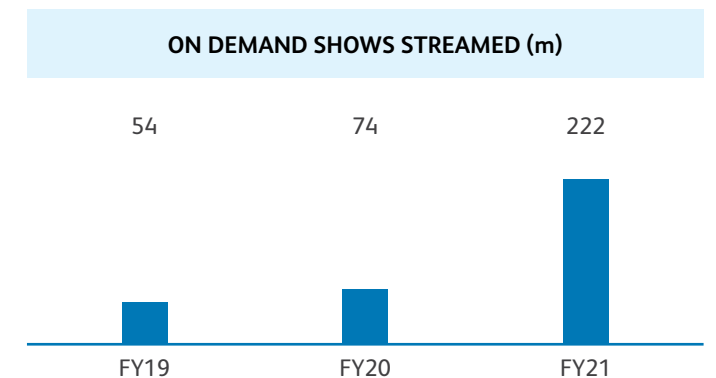
To drive On Demand viewing among customers, we launched a string of marketing campaigns including the catchy 'Turn Me On' Ultra Box promo to highlight the convenience of On Demand to supplement and complement linear viewing. In FY21, On Demand average weekly viewing time jumped by 46% to over 11 hours and the number of shows streamed tripled to 222 million.

### Engaging customers digitally

Our 30,000 physical and digital customer touchpoints ensure convenience for customers. We see digital engagements as essential to facilitate reach and forge closer relationships with customers, including the WhatsApp platform used to engage and service residential and enterprise customers. This service, available in Malay and English, includes basic troubleshooting steps while doubling as a self-serve touchpoint for customers to sign up for new products and services, purchase content and make payments. In FY21, we added a live agent service, available from 9am to 12am daily to attend to more complex customer queries.

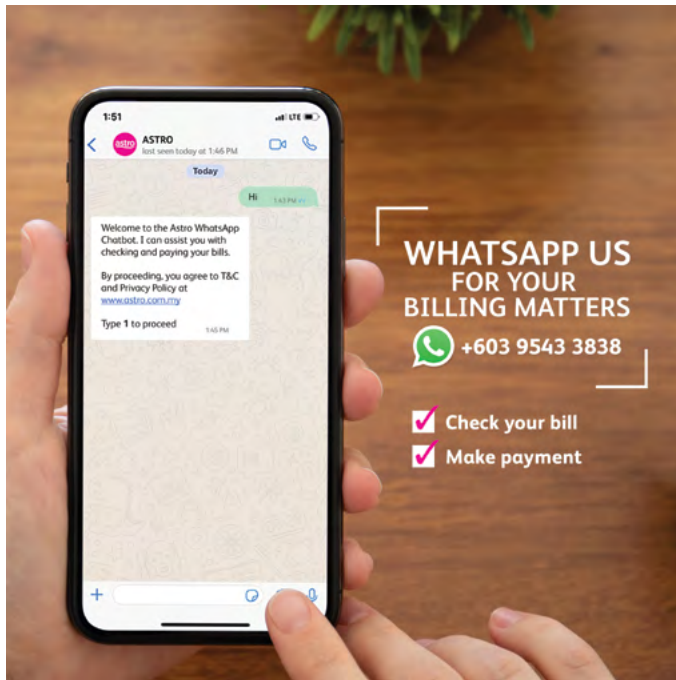
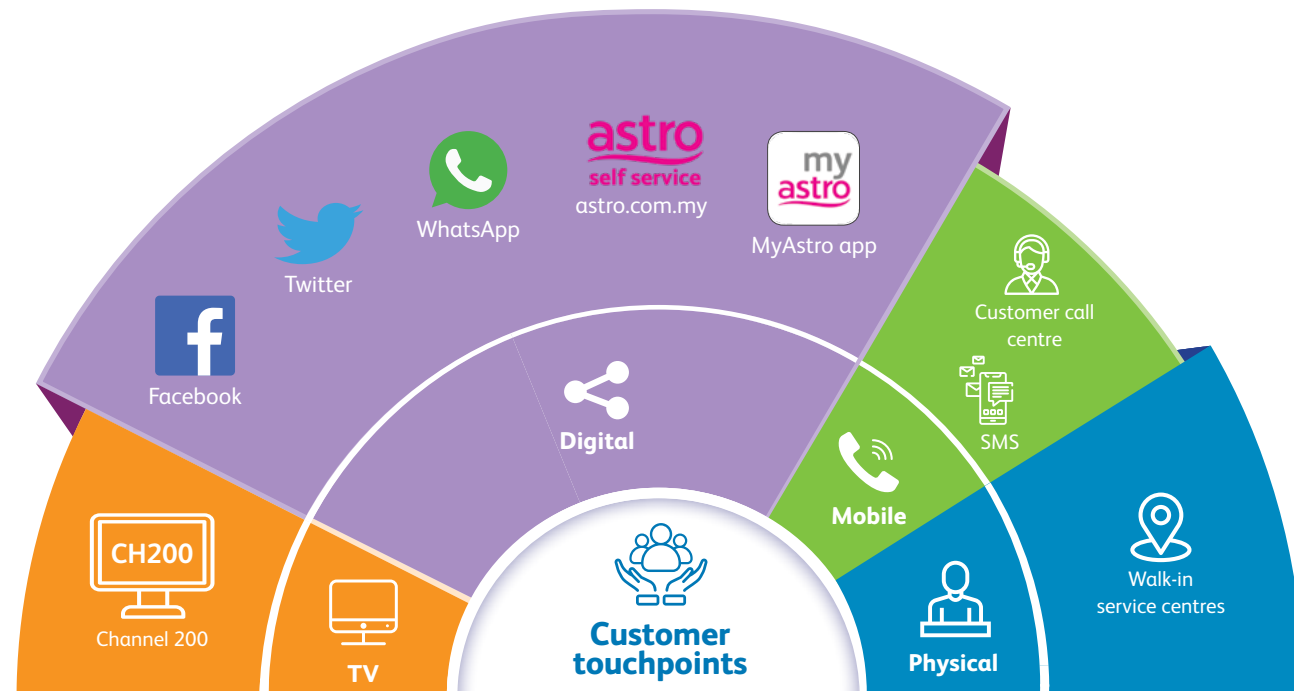
We extended this service to NJOI customers to facilitate prepaid credit top-ups and buys, credit balance tracking, technical assistance and troubleshooting. This service supported over 793,000 digital prepaid buys as customers were homebound during lockdowns, with momentum seen sustaining post-MCO. Through the app, Pay-TV and NJOI customers can easily purchase Pay-Per-View titles on Astro First and Astro Best and prepaid channels, contributing towards the record performance of our home cinema proposition.

WhatsApp has emerged as a key service channel to engage and serve customers. A marked increase in engagement is seen, especially among younger and more digital-savvy customers.



NJOI customers can watch their favourite movies with Pay-Per-View buys on Astro First

## Experience & Technology



Engaging customers through multiple touchpoints



Astro customers enjoyed exclusive tickets to The Masked Singer live show via Astro Rewards

### Elevating customer service

Harnessing our growing data capabilities, we refined business intelligence to enhance customer service and customer lifecycle initiatives. In FY21, we rolled out concierge handling to better handle and assist customers, improving response time. This resulted in the first-call resolution rate increasing by 2.5 percentage points in FY21.

During the year, we optimised and streamlined our home service coverage according to demand and zones, allowing us to serve our customers more efficiently while optimising technical resources. The efficacy of our technical visits and customer interactions are continuously evaluated to ensure we deliver a seamless customer experience.

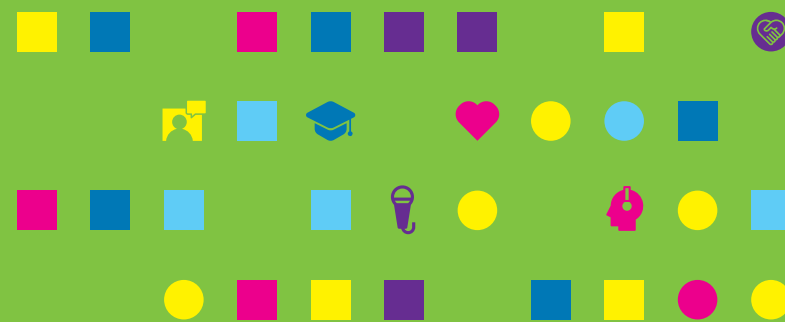
To better serve enterprise customers, we re-engineered our enterprise direct sales channel, equipping it with a new set of sales tools and capabilities as well as a dedicated enterprise team focused on customer relationship management throughout their lifecycle.

Meanwhile, closed-loop reporting across our operations enables insights into customer behaviour and preferences, product performance and service levels. Feedback garnered is ingested into our data mine to grow our data capabilities, harnessing artificial intelligence.

### Rewarding loyal customers

Astro Rewards offers our loyal Pay-TV customers exclusive perks and privileges throughout the year with special discounts for a wide range of products and services, from health and wellness to lifestyle, groceries, festive offers and many more.

Premised on our extensive reach to Malaysians, we established multiple win-win collaborations with our partners, channelling these exclusive perks to our loyal customers. During the year, we simplified the customer journey by enhancing the Astro Rewards page to facilitate direct redemptions from the website.



# Championing Diversity And Inclusivity

## Talent



*Embracing diversity and inclusivity by offering equal opportunity*

### Building a diverse and engaged workforce

Diversity and inclusion are fundamental to our corporate culture and long-term growth. At Astro, we understand that an effective way of understanding and meeting the needs and desires of our diverse customer base is to have a workforce that reflects that diversity. We ensure fair and equitable recruitment and compensation practices, foster development and support career progression based solely on performance and merit. Through inclusion, we create a workplace that values diverse perspectives to tackle complex and challenging business issues.

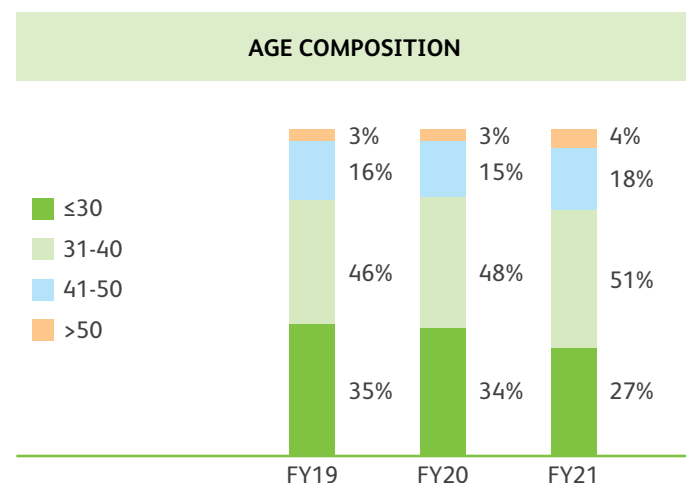
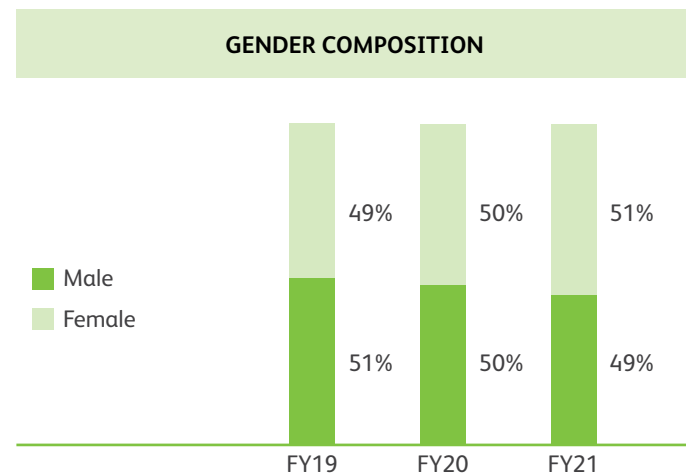
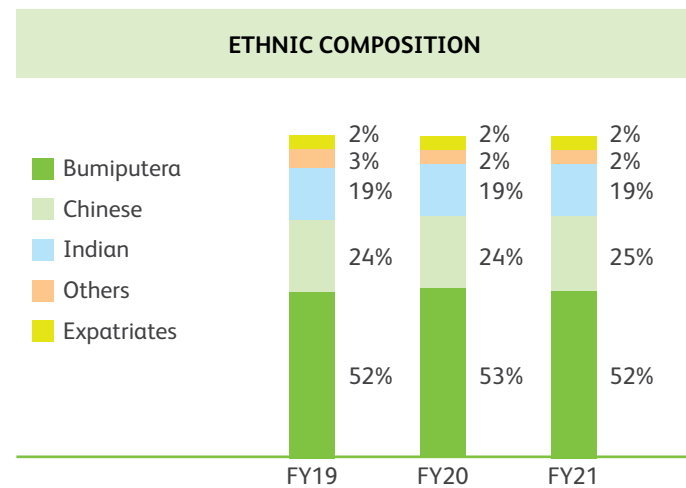
Our equal opportunity policy does not discriminate in terms of ethnicity, gender, age, religion, and disability, resulting in a very diverse Team Astro across all levels of our organisation. Consisting of 4,490 employees, our workforce is young with an average age of 35

and is ethnically representative of our marketplace. Gender diversity is evident across all levels with 51% of our workforce and 40% of senior management roles held by women. 87% of Team Astro are permanent hires while 13% are contract-based, with the turnover rate of permanent employees improving by three percentage points to 9% in FY21.

### Prioritising employees' well-being

As Team Astro transitioned smoothly to remote working arrangements at the onset of the pandemic, we extended the necessary support to ensure employees thrive in the new normal. We provided coverage for COVID-19 testing, recognised Team Astro's frontliners with the MCO Frontliners Award and established a partnership with Naluri to provide mental health support virtually to all employees.

## Talent



**Raising the quality and standards of our Human Capital with key talent investment and management practices guided by UN SDG**

With personal and professional spaces colliding as employees work from home, we invested in a holistic digital programme to cater to the well-being and emotional needs of Team Astro. Through Happy Mind, in collaboration with Naluri, employees can access mental health support via a dedicated careline, an informational library, and remote therapy sessions with registered clinical psychologists. Since the introduction of Happy Mind, a total of 69 employees have undergone remote therapy or a four-month digital coaching programme to better manage stress and anxiety, as well as reinforce positive habits. A further 26 employees have gained certifications as Mental Health First Aiders to provide first-level support to fellow colleagues with their mental health challenges.

Remuneration packages are periodically reviewed and benchmarked against current market standards and trends. This also serves to narrow any pay gaps existing among employees performing similar tasks at work.

We meet the unique needs of Team Astro through a series of core and flexible benefits for employees. Core benefits include medical coverage, as well as life and personal accident insurance. Flexible points can be deployed to extend core coverage or for other health, wellness, lifestyle and financial planning purposes through our proprietary benefits portal, myChoice@Astro. Employees also enjoy monthly meal allowances and subsidised Astro products.

We are committed to ensuring a safe, healthy, and conducive work environment for all employees. Multiple reporting channels through our Corporate Assurance team, Human Capital, and respective line managers are in place for employees to report undesirable incidents including harassment and bullying. Managers and supervisors are responsible for the impartial and expeditious handling of these cases, and any necessary escalation thereof.

**Team Astro is young with an average age of 35 and is ethnically representative of our marketplace**

### Fostering a culture of engagement and change

We cultivate a customer-centric organisational culture, articulated through our vision, mission and values by being Accountable, Inclusive and Creative.

Employee feedback is crucial as we endeavour to make Astro a better place to work. The People Survey, which provides an opportunity for employees to express their views about life at Astro, has seen a significant improvement in score, especially in the five key areas of continuous improvement, communication, customer focus, decision making and empowerment. Mini pulse surveys are also conducted to assess employee engagement and satisfaction throughout the year.

Core values are integrated into our performance management system, so employees are rewarded and recognised for their achievements and behaviours that exemplify Accountability, Inclusivity and Creativity. This value-based recognition has helped improve engagement scores and lifted employee morale at a time when Team Astro is physically dispersed through initiatives such as #TogetherAtAstro, #LabourDayRecognition and #MCOFrontliners.

EXCO-led engagement sessions such as townhalls, lunch & learns and skip-level coffee chats build confidence and trust among Team Astro by aligning direction and strategy. Meanwhile, periodic emails, newsletters, and video blogs from our EXCO keep every employee abreast of company updates in an authentic manner, cultivating a deeper sense of camaraderie.

### Investing in talent to drive long-term growth

Continuous learning and development are vital to ensure our people have the right skill set, knowledge, and ability to innovate and serve evolving customers' needs. Various learning platforms and opportunities are available for employees to take ownership of their personal growth. Employees also routinely opt for job rotations and cross-departmental transfers to hone expertise and to promote self growth.

We invest in leadership development across the organisation for both current and prospective leaders, focusing on design thinking and soft skills, but also functional-based learning spanning digitalisation, technology and the industry landscape. International consultants are brought in and global best practices are adopted to elevate standards. Since 2019, we have partnered with culture transformation consultancy Walking the Talk to facilitate sessions on understanding, leading, and embodying our corporate culture and values. On-site, our training rooms have been refurbished for a bright, modern look and feel, and are equipped with integrated resources to support learning, creating a stimulating learning environment for talents.

To upskill our talents digitally, we partnered with training providers including General Assembly (GA) Malaysia, Redbeat Academy and Human Inc. In FY21, 55 employees have completed SAS® Viya® and GA Malaysia courses in the areas of data science and digital marketing.



Keeping Team Astro engaged and informed through periodic townhalls

## Talent

To cultivate a self-learning culture within Astro, we invested in digital learning platforms such as LinkedIn Learning and Workday Learning to enable our talents to learn 24/7 at their own pace. More than 16,000 courses are available on demand ranging from leadership to digital competence. In FY21, Team Astro spent a total of 22,415 hours of learning, averaging five hours per employee.

### Nurturing industry talent

Rocketfuel Entertainment, our talent management arm manages 374 talents, comprising social media influencers, artistes, key opinion leaders, digital content creators, on-screen talents and eSports gamers with over 68 million social media followers. Leveraging Astro's extensive reach, we offer marketers comprehensive creative solutions, connecting them to talents with the right brand fit for their marketing campaign.

Harnessing the growing interest in eSports among the younger audience, Rocketfuel manages a pool of 337 eSports talents including content creators for the Facebook Gaming Creators programme and talents for Astro's eSport channel, eGG Network.

In FY21, we managed 33 talent-driven digital IPs with over 3 million subscribers and 618 million digital views on YouTube. Malaysian Hip-hop sensation, 16 Baris' digital IPs were licensed to countries including Australia and Thailand as part of our regional outreach, garnering 39 million views on YouTube. Meanwhile, Rocketfuel Music generated 58 million music streams via streaming platforms such as Spotify, Joox, YouTube and Apple Music.

### Investing in young talent

To ensure a sustainable talent pipeline to support business operations, proactive succession and workforce planning are in place. As part of our efforts in building, empowering, and nurturing local talent, we continue to invest in the following young talent programmes that have benefitted over 500 young leaders with RM44 million cumulatively invested to date:

#### Astro Graduate Programme

Our specially designed 18-month programme aims to enrich graduates with skills in their chosen area of expertise, through rotational and project-based exposure to cross-functional teams. These graduates were given the opportunity to leverage learning tools such as Udemy, Dataquest, edX, Coursera Plus, Masterclass, SkillShare and Medium, upskilling them in the digital space especially in design thinking and data analytics.

17 graduates are currently rotating through Astro as part of the Astro Graduate programme. In FY21, 13 individuals completed the programme and were recruited into Astro's core teams, including content, data and software engineering. In collaboration with a government-linked private equity firm, Equity Nasional Berhad (Ekuinas), we recruited two individuals from less privileged socioeconomic backgrounds who will spend a year specialising in digital marketing and content. In line with our transformation initiatives, we are refreshing the Astro Graduate programme to recruit talents across priority business areas including digital marketing, product, technology and data.

#### Astro Scholarship Awards

Established in 2005, the Astro Scholarship Award demonstrates Astro's commitment in supporting deserving high achievers to pursue their tertiary education both locally and abroad. In FY21, we invested RM1.5 million to sponsor 10 existing scholars in STEM-related areas and three individuals to pursue their Masters in Artificial Intelligence in partnership with the Malaysia Digital Economy Corporation (MDEC). To date, we have collectively invested RM36 million to fund the tertiary education of 83 students across top universities around the world.

#### Astro Internship Programme

The Astro Internship Programme is open to students pursuing their tertiary education. The programme offers both hands-on training and exposure to the media and broadcast industry. Over 28 students have been selected into this programme over the past year, with high-performing participants being offered employment in Astro upon the completion of their studies.

## Celebrating Diversity



**Muhammad Ridzuan Hakim Mohd Musleh**  
Consumer Experience Analyst

*"I can develop new skills and improve on my analytical capability in a productive atmosphere."*

**Siti Maryam Ahmad Nuri**  
Data Scientist

*"Engaging with people from different backgrounds and skill sets in Astro has been inspiring!"*

**Mirosha Ganesan**  
Breakfast Producer

*"I have been granted a wealth of opportunities to help me grow in an exciting and fun-filled career."*

**Hannah Khaw**  
Digital Journey

*"My job at Astro has given me an end-to-end view of the product world, with plenty of collaborative moments."*

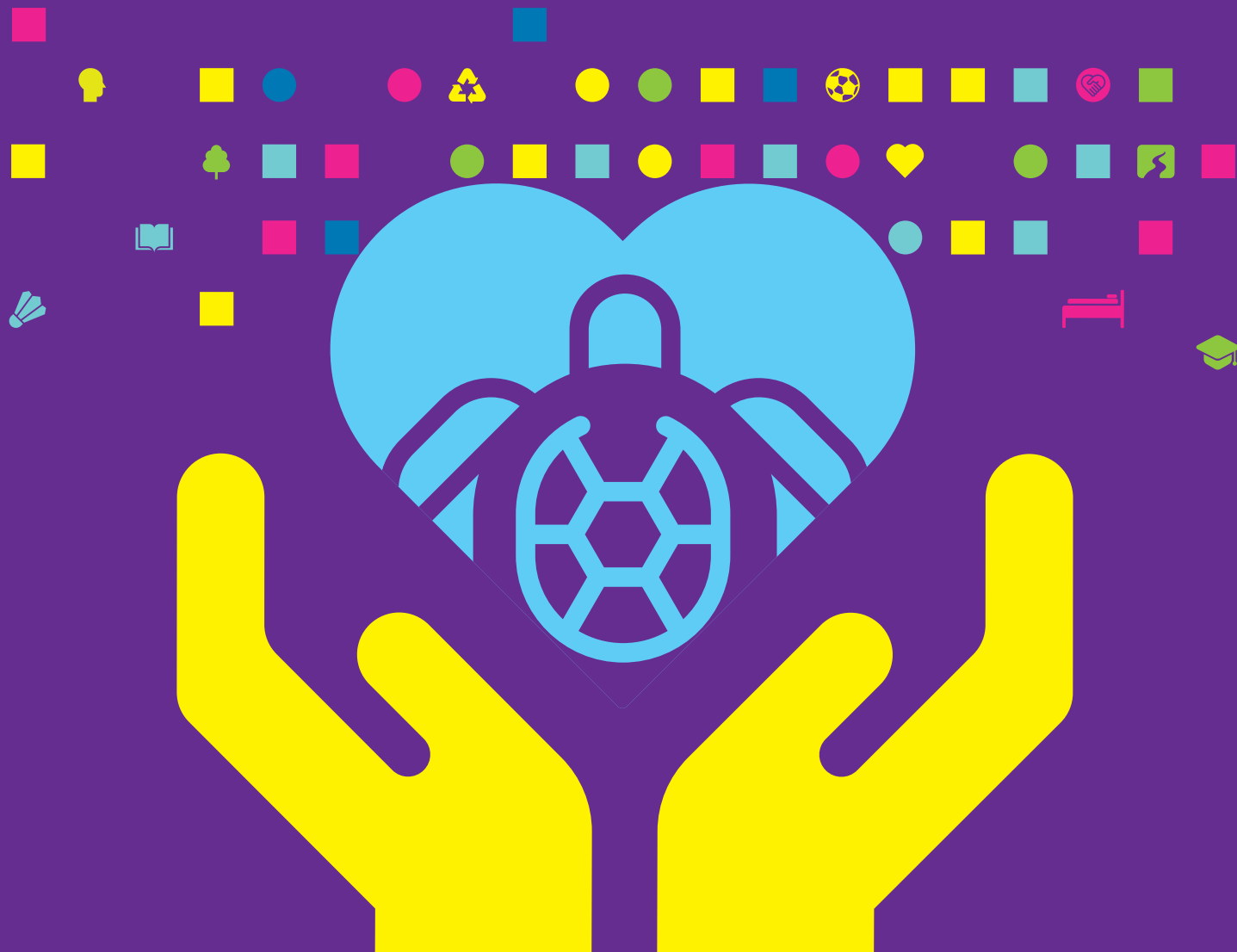
**Wong Kin Foong**  
Analytics & Data

*"One thing that amazes me is I have the freedom to decide how to complete my tasks, besides having my skills sharpened."*

**David Paul David Dass**  
Engineer, Playout Platform Operations

*"Astro has given me a chance to work alongside an enthusiastic team of professionals."*

# Collaborating For A Better, More Sustainable Future



## Community



Airing over 16,000 hours of PSA across our platforms in FY21

### Supporting the community

Astro celebrates its 25<sup>th</sup> anniversary by renewing its commitment to entertain, inform and inspire Malaysians. From Astro Originals to sports, comedies, reality shows, kids, news and edutainment, we continue to establish deep emotional connections with our audiences.

Our reach to Malaysians puts us in a strong and unique position to effect positive social impact and create job opportunities. We operate responsibly, harnessing our platforms and content to amplify positive community and environmental messaging.

During the pandemic, we responded swiftly to keep Malaysians informed and entertained through complimentary viewing of selected channels and aired over 16,000 hours of PSA across our platforms. We amplified health and safety messages, discredited fake news, paid tribute to local heroes and frontliners, and rallied public support to assist communities in need.

Alongside our foundation, Yayasan Astro Kasih which focuses on the key pillars of lifelong learning, community development, sports and environment, Astro continues to collaborate with partners to better serve our community and care for the environment.



## Community

### Lifelong learning

At Astro, we believe that education opens doors of opportunity, and helps Malaysians pursue their dreams and realise their potential. Through our Kampus Astro programme, we facilitate children's educational journey by providing supplementary learning materials and hostel facilities.

In support of equal access to education for all students, over the years we collaborated with the Ministry of Education (KPM) to provide complimentary Astro decoders and new TV sets to over 10,500 government schools and teacher activity centres. Kampus Astro reaches 5 million students annually and provides free access to 16 learning channels including Astro Tutor TV, Astro Ceria, National Geographic and Animal Planet. Astro Tutor TV comprises three 24/7 syllabus-based channels, serving relevant content to support students including *SMK: Study Squad*, *Pelan A+ SPM*, *Misi Studi*, *Top Tutor* and *TV Pendidikan*. With schools shuttered for most of the year due to the pandemic, Astro Tutor TV helped Astro and NJOI customers with school-going children to supplement home-based learning.

Our Kampus Astro programme is also ongoing in 62 hospitals across Malaysia, benefitting paediatric and children oncology wards as well as School in Hospitals classrooms. In FY21, with contributions from Team Astro and sponsors, we presented mobile carts filled with learning tools and books to paediatric wards across these hospitals, supporting the learning journey for young patients as they recuperate.



Astro contributed NJOI decoders and TV sets to COVID-19 Quarantine and Low-Risk Treatment Centres (PKRC) nationwide

**Visual media is an essential component of learning and Kampus Astro is unique because it has the capability to reach every classroom in Malaysia.**

**Working with Astro has helped us reach out to more students and have our educational content accessed beyond the physical classroom.**



Dr Fatimah Binti Hashim  
Educational Resources and Technology Division  
Ministry of Education



**Education has always been my passion. I am thankful for all the learning workshops, camps and classes that Astro Kasih organised for us in school. It was always fun and made me realise that I really enjoy mentoring. Now, I want to give that experience back to other students.**



Hellma Emily Joinin  
Former resident of Astro Hostel and Best Student of SK Magandai, Sabah in 2014  
Currently pursuing a teaching degree in Keningau Teachers' Training Institute, Sabah

### Community development

Since establishing Astro Hostels in 2010, we have supported students residing in remote interiors of East Malaysia. We provide hostel facilities, laptops, revisions books and educational supplies for students in SK Magandai and SK Malinsau in Sabah, and SK Sungai Paku in Sarawak. In FY21, we completed maintenance and repair works at all three hostels to ensure students' safety and well-being.

These hostels save students precious time on their daily school commute which could take days during bad weather. In a normal school year, these facilities collectively save over 190,000 hours of daily commuting time, which can be redeployed for educational and other pursuits. We look forward to organising more engagement activities and resuming educational workshops once the movement restriction is lifted.

In FY21, we expanded our facilities in East Malaysia through a partnership with Starfish Foundation and welcomed five new hostels located within Kota Marudu and Kudat districts in Sabah and one youth centre in Kapit, Sarawak.

Our care also extends to the community residing in these areas. When 100 families in the vicinity of SK Malinsau in Ranau, Sabah faced supply shortages during the pandemic, we quickly channelled essential supplies and face masks to them. We also assisted six families in Kampung Magandai to rebuild their homes which were razed by a fire.

### Sports

Astro continues to champion the development of badminton as a unifying force in our community with the support of our partners, the Ministry of Education (KPM), the Ministry of Youth and Sports (KBS) and the Badminton Association of Malaysia (BAM).

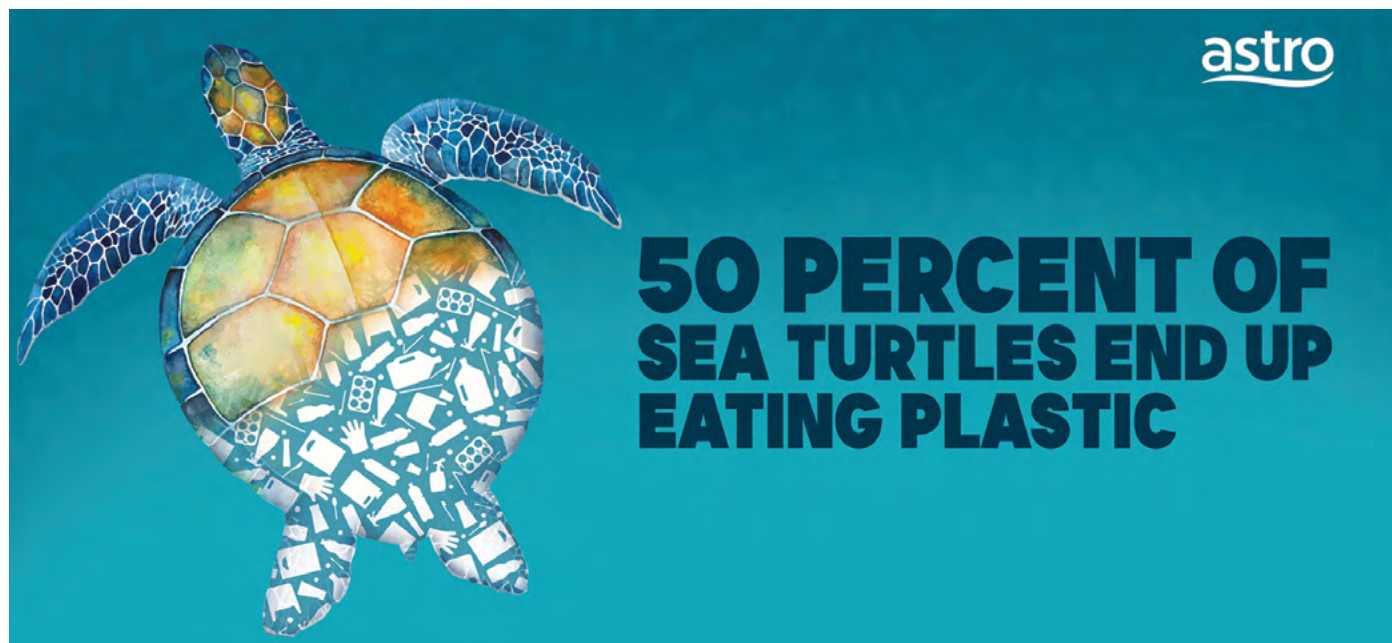
Launched in 2012, Astro Kem Badminton (AKB) is a grassroots development programme to discover young badminton talents between the ages of 10 and 12 and uplift the standards of the sport. To date, AKB has trained over 16,000 children, identifying promising players and providing coaching and mentorship to nurture them towards becoming professional athletes. AKB is proud to have played a role in the journey of many top national shuttlers, with over 65% of the national junior squad being alumni of AKB.

In 2020, AKB's on-ground training programmes were paused due to the COVID-19 pandemic. We pivoted to online training and virtual coaching, providing tips and organising stay-at-home challenges to encourage young shuttlers to stay fit and healthy.

We also took the opportunity to realign our programme and renew our partnership with BAM in preparation for the resumption of AKB in 2021. Under the new arrangement, participants who qualify for the final AKB national level camp scheduled for end-2021 will be trained by our national coaches, presenting an opportunity for them to be selected for the national junior squad.



# Environment



Conserving the environment for a greener planet

### Advocating for a greener planet

Driven by Yayasan Astro Kasih's key pillar of protecting the environment, we aim to effect positive change to benefit the planet. Through our multiplatform reach, we give a voice to climate causes by informing, educating and raising green awareness nationwide. Astro adopts green practices across our operations and invests in environmentally friendly initiatives.

We appoint a third-party consultant to assess and track our resource consumption and GHG emissions in our main operating premises, where 80% of our workforce are based. This assessment has been performed annually since 2016.

As part of our workspace consolidation strategy, Astro terminated its rental and lettable space within MEASAT Teleport and Broadcast Centre (MTBC) in Cyberjaya in August 2019 while operations within Menara ICON in Kuala Lumpur were relocated to our main operating premises in December 2019. As such, emissions and other data associated with these two premises were not reported in 2020.

### Our main operating premises

- All Asia Broadcast Centre (AABC), Bukit Jalil
- Astro Cyberjaya Broadcast Centre (ACBC), Cyberjaya
- Bangsar South Contact Centre (BSCC), Kuala Lumpur
- Wisma Ali Bawal (WAB), Petaling Jaya
- Bursa Malaysia, Kuala Lumpur



### Reducing our carbon footprint

The impact of climate change is becoming more apparent with 2020 being the warmest year on record.

Despite operating in an industry that does not pose a significant environmental risk, we remain conscious of our carbon footprint. The latest assessment completed in March 2021 by a third-party consultant measures our total GHG emissions under the following scopes as defined in the GHG Protocol:

Scope	Description	GHG Emissions (tCO <sub>2</sub> e)		
		2018	2019	2020
1	Direct GHG emissions from sources that are owned or controlled by the reporting company.  Example: Electricity generators, fuel for company-owned vehicle, in-house van service and cooling refrigerant	839	1,149*	538
2	Indirect emissions associated with the generation of imported/purchased electricity and cooling chilled water.  Example: Purchased electricity and chilled water	23,609	19,738	19,379
3	Other direct GHG emissions from transport means that are not company-owned.  Example: Employee business travels and third-party installer travels, outsourced shuttle bus service	6,946	5,165*	5,506
<b>Total GHG Emissions</b>		<b>31,394</b>	<b>26,052*</b>	<b>25,423</b>

\* Restated due to expanded scope as explained below

We recorded lower overall GHG emissions in 2020 with a reduction of 2% to 25,423 tCO<sub>2</sub>e.

Scope 1 emissions decreased by 53% as there was no leakage of refrigerants from industrial chillers in 2020. Even with such fugitive emissions excluded in 2019, a steady reduction of 10% in Scope 1 emissions were recorded. The emissions from stationary combustion of fuel by gensets also decreased significantly by 24% in 2020. 2019 Scope 1 GHG emissions were restated to account for additional emissions from our in-house shuttle van service.

Solar energy harvested from the 4,780 solar panels covering an area of over 100,000 square feet installed in AABC in 2018 also reduced the overall need for purchased electricity and energy, resulting in a reduction of Scope 2 emissions by 2%.

Meanwhile, Scope 3 emissions increased by 7% in line with the increased demand for customer installations resulting in increased emissions from third-party installers. Scope 3 emissions were also expanded to encompass the outsourced shuttle bus service provided for employees at AABC and WAB since October 2019 which replaced our in-house van service.

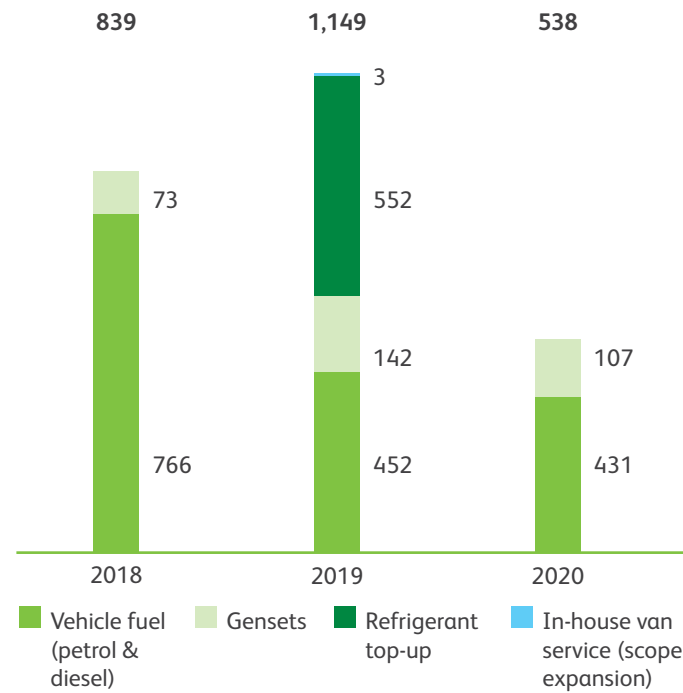
Despite lower total GHG emissions in 2020, GHG intensity increased by 9% to 5.8 tCO<sub>2</sub>e per RM million of revenue, impacted by the drop in our Group's revenue amid the pandemic.

**We harvested 1.7 million kWh of photovoltaic energy, equivalent to planting 24,718 trees**



## Environment

### SCOPE 1 DIRECT GHG EMISSIONS (tCO<sub>2</sub>e)



### OVERALL GHG EMISSIONS (tCO<sub>2</sub>e)



#### Promoting efficient energy use

Our investments into electricity and energy savings projects over the years have enabled us to supplement our need for purchased electricity with renewable energy.

We harvested 1.7 million kWh of photovoltaic energy in 2020 through our solar panel system at AABC. This contributed to a greener planet with a carbon avoidance of 964 tCO<sub>2</sub>e. This renewable energy initiative offsets Astro's carbon footprint and is equivalent to planting 24,718 trees or recycling over 41,000 bags of waste.

Our two energy-efficient vehicle (EEV) charging pods within AABC promote the use of energy efficient vehicles.

Completed in 2019, our newest energy-efficient four-story building at AABC is designed to optimise use of natural lighting and ventilation. This building is now at full occupancy in line with our workspace consolidation strategy. Amid the pandemic, we initiated work from home arrangements and relocated some of our frontliners employees from other premises to AABC as part of our split operation strategy to enable physical distancing.

Our continuous energy conservation efforts have resulted in a declining electricity consumption trend over the last three years without compromising service quality.

Astro plans to expand its renewable energy initiatives over the medium term by installing a new solar panel system at ACBC.

#### Conscious water utilisation

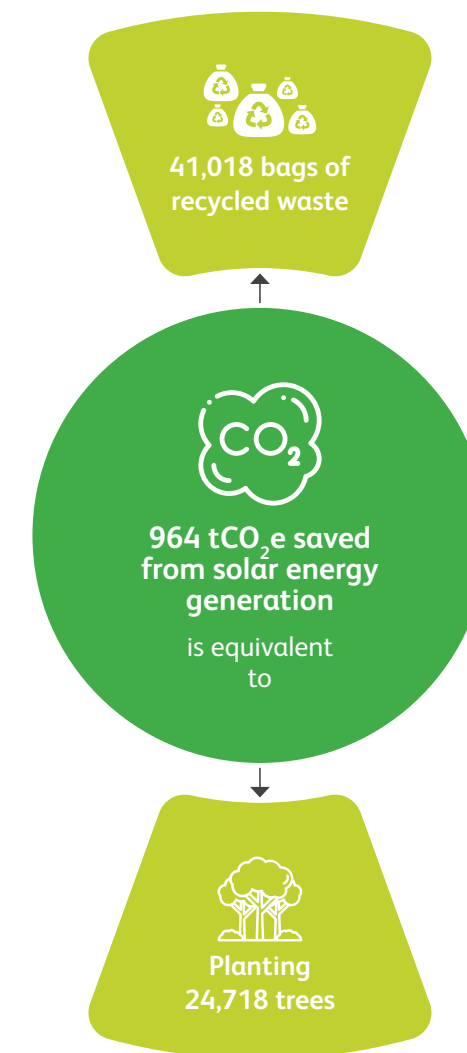
We drive the conscious use of water resources by advocating the 3R principles of Reduce, Reuse, and Recycle. Our rainwater harvesting system installed in AABC can store up to 13,500 litres of rainwater, reducing the need to purchase clean water. The water collected is used for daily cleaning and maintenance of our facility's landscape. All restrooms in our main office are also equipped with motion-sensor water faucets and toilet flushing systems to minimise water wastage. Regular scheduled maintenance enables us to identify and repair ageing water pipelines to avoid water wastage. Regrettably, there were two burst pipe incidents in 2020 which resulted in an increase in water consumption by 2%.

**Our rainwater harvesting system stores up to 13,500 litres of rainwater for use in daily cleaning**

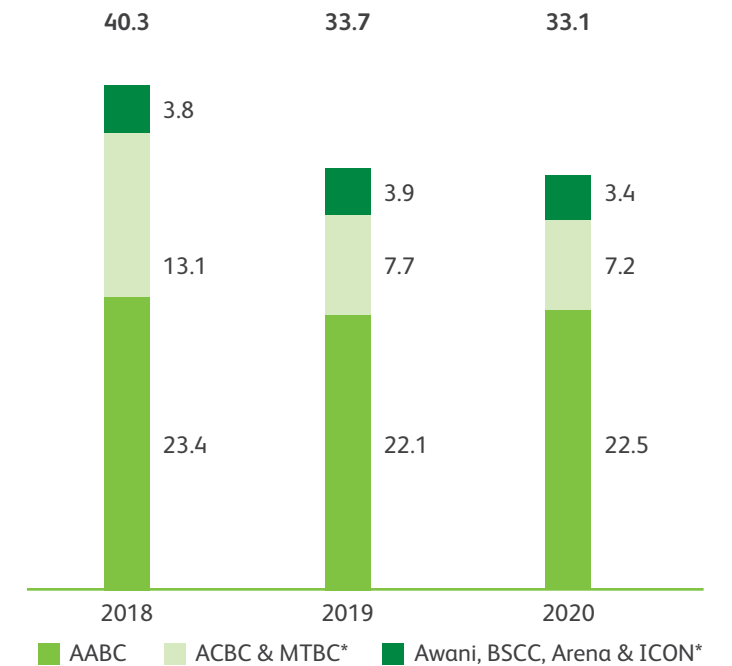


Our new office building is energy-efficient utilising natural lighting and ventilation

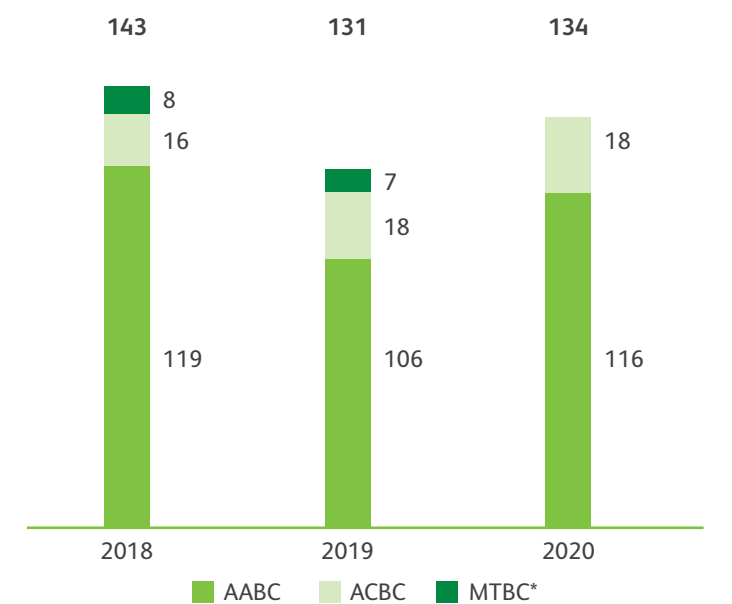
#### Carbon avoidance from solar energy generation



### ELECTRICITY AND ENERGY CONSUMPTION (m kWh)



### WATER CONSUMPTION ('000 m<sup>3</sup>)



Water usage analysis above focuses on AABC, ACBC and MTBC as water usage in these buildings are within our control, whereas other regional offices are rented spaces located in building with shared amenities

\* Data for MTBC and ICON applicable up to 2019, as explained on page 92

## Environment



Ultra Box, Astro's flagship STB is 40% smaller in size and utilises eco-friendly materials

### Responsible e-waste handling

We also practise the 3R principles in the production and disposal of our STBs to minimise e-waste generation. On the production front, we continue to innovate, improve and adopt a more environmental-friendly approach in the design, packaging and delivery of our STBs.

Our new flagship STB, the Ultra Box is around 40% smaller in size compared to its predecessors, resulting in a reduced production footprint. The majority of materials used for its build and packaging complies to international Restriction of Hazardous Substances (RoHS) and Registration and European Union's Evaluation, Authorisation and Restriction of Chemicals (REACH) standards while electronic parts are also Waste Electrical and Electronic Equipment (WEEE) compliant. We are working closely with suppliers to further improve the build of our STBs.

Where possible, used STBs are refurbished and redeployed to the market to reduce the burden on landfills. During the year, we refurbished a total of 189,000 STBs for redeployment. STB beyond feasible repair are handed over to our e-waste disposal and recycling vendor certified by the Department of Environment to be disposed in a proper manner. In 2020, a total of 135,000 STBs were disposed.

### Contributing towards a greener planet

We promote civic consciousness and greater care for our environment by ensuring Team Astro remains engaged in environmental topics. The "Stop Single-Use Plastics" campaign introduced in 2019 was expanded across our Group with the aim of eliminating all single-use plastics and styrofoam within our premises by 2026. Our talents are encouraged to bring their own reusable containers, bottles and utensils, and drinking water stations are made available across our premises.

In line with our Go Green culture, we implemented centralised waste bins at AABC as we target to improve our ratio of recyclable waste from 4% in 2020 to 10% in 2021. 54 centralised bins were deployed to segregate paper, plastic and aluminum. This increased dry waste recycled by almost 19 percentage points to 22% in 2020 or an equivalent of 19,000 kilograms of waste recycled.

Our cafeteria also reduced the use of plastic packaging, including the elimination of sale of plastic bottled water. Plastic containers were replaced with biodegradable sugarcane pulp containers.



Going green by eliminating single-use plastics in our premises

### Prioritising Occupational Safety and Health (OSH)

Prior to the MCO announced by the government in mid-March 2020, we proactively initiated our business continuity plans and imposed stringent health and safety measures to safeguard the well-being of our talents. This included restrictions on visitors to our premises, doing away with audiences on live shows, implementation of split operations, split teams and work from home arrangements as well as provision of face masks, hand sanitisers and personal protective equipment. Having allocated over 300,000 disposable facemasks to our employees at the onset of the COVID-19 pandemic, we subsequently distributed eco-friendly reusable fabric masks.

We also implemented the use of MySejahtera app, the government contact tracing system across all offices and prohibited inter-office travels to reduce the risk of inter-office transmissions.

Astro maintained its ISO 45001:2018 (Occupational Health and Safety Management System) accreditation, and ISO 14001:2015 (Environmental Management) by Bureau Veritas since 2019.

Our occupational accident rate year in 2020 stood at 0.35 per 1,000 employees compared to the latest available national average of 2.71 according to the Ministry of Human Resources (KSM). There were no fatal accidents reported in the last three years. In relation to occupational lost time injury, there were two cases reported in 2020, while two cases were reported in 2019 and one case was lodged in 2018.

To familiarise Team Astro with the latest OSH best practices and requirements, all talents are required to undertake a compulsory annual OSH training module online and complete the online assessment with a minimum 80% passing mark. Other optional OSH training and certification programmes open to talents include fire safety, emergency response team, first aider as well as OSH internal auditor.

In collaboration with the Fire Rescue Department, our in-house emergency response team conducted our annual fire inspection across all Astro offices to ensure the preparedness of our talents during emergencies.

## Corporate Information

### BOARD OF DIRECTORS

**Tun Dato' Seri Zaki bin Tun Azmi**  
Independent Non-Executive Chairman

**Datuk Yvonne Chia**  
Senior Independent Non-Executive Director

**Renzo Christopher Viegas**  
Independent Non-Executive Director

**Lim Ghee Keong**  
Non-Independent Non-Executive Director

**Simon Cathcart**  
Non-Independent Non-Executive Director

**Tunku Alizakri bin Raja Muhammad Alias**  
Non-Independent Non-Executive Director

**Mazita binti Mokty**  
Non-Independent Non-Executive Director

**Kenneth Shen**  
Non-Independent Non-Executive Director

**Nurhisham bin Hussein**  
Alternate Director to Tunku Alizakri bin Raja  
Muhammad Alias

### COMPANY SECRETARY

**Liew Wei Yee Sharon**  
Licence No.: LS0007908  
Practising Certificate No.: 201908003488

### REGISTERED OFFICE

**All Asia Broadcast Centre**  
Technology Park Malaysia  
Lebuhraya Puchong-Sungai Besi  
Bukit Jalil  
57000 Kuala Lumpur  
Malaysia

Tel. No.: +60(3) 9543 6688  
Website: corporate.astro.com.my

### SHARE REGISTRAR

**Boardroom Share Registrars Sdn Bhd**  
11<sup>th</sup> Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim  
Seksyen 13  
46200 Petaling Jaya  
Selangor, Malaysia

Helpdesk No.: +60(3) 7890 4700  
+60(3) 7890 4716  
+60(3) 7890 4718

Fax No.: +60(3) 7890 4670  
Email: bsr.helpdesk@boardroomlimited.com

### AUDITOR AND REPORTING ACCOUNTANT

**PricewaterhouseCoopers PLT**  
(LLP0014401-LCA & AF1146)  
Level 10, 1 Sentral  
Jalan Rakyat  
Kuala Lumpur Sentral  
50706 Kuala Lumpur  
Malaysia

Tel. No.: +60(3) 2173 1188  
Fax No.: +60(3) 2173 1288

### STOCK EXCHANGE LISTING

#### Main Market of Bursa Malaysia Securities Berhad

Date of Listing: 19 October 2012  
Stock Code: 6399  
Sector: Telecommunications & Media

### PRINCIPAL BANKERS

**Standard Chartered Bank Malaysia Berhad**  
Level 23, Equatorial Plaza  
Jalan Sultan Ismail  
50250 Kuala Lumpur  
Malaysia

Tel. No.: +60(3) 2117 7777

#### MUFG Bank (Malaysia) Berhad

Level 9, Menara IMC  
8 Jalan Sultan Ismail  
50250 Kuala Lumpur  
Malaysia

Tel. No.: +60(3) 2034 8000

#### RHB Bank Berhad

Level 7, Tower Three  
RHB Centre  
Jalan Tun Razak  
50450 Kuala Lumpur  
Malaysia

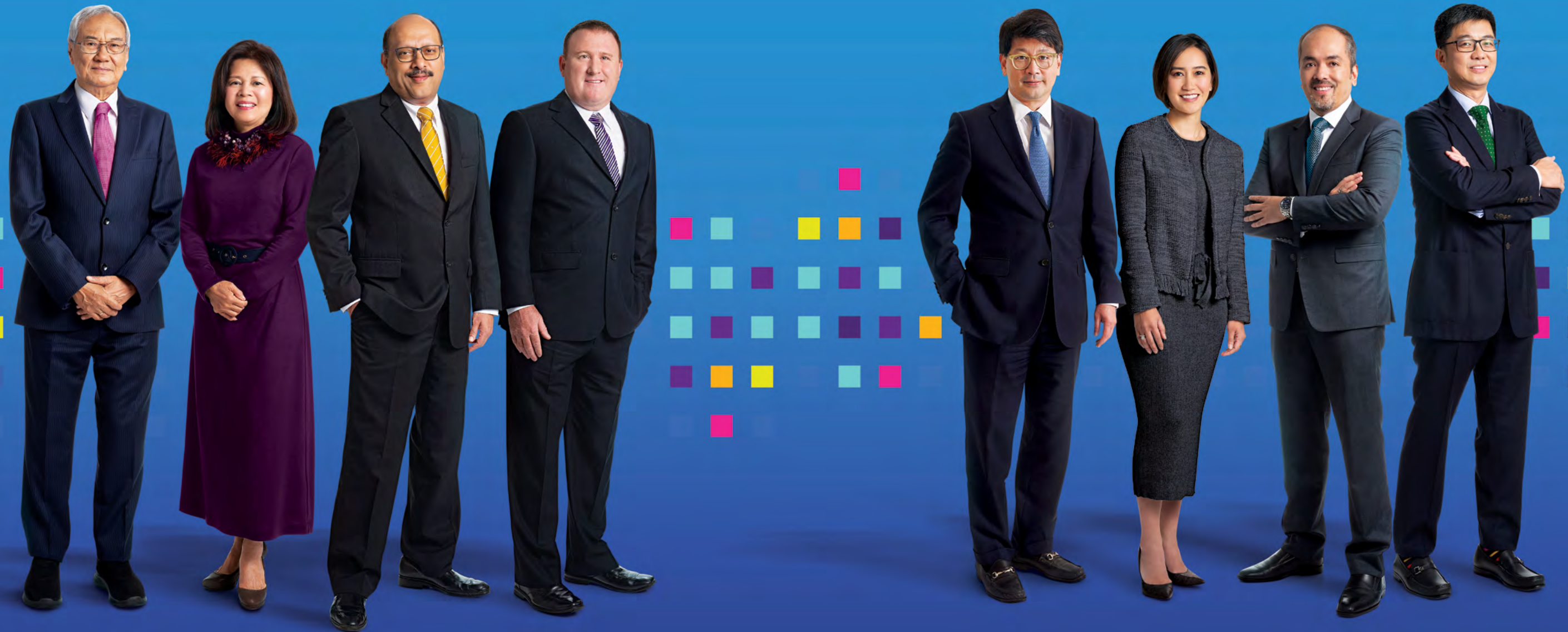
Tel. No.: +60(3) 9287 8888

#### Malayan Banking Berhad

32<sup>nd</sup> Floor, Menara Maybank  
100 Jalan Tun Perak  
50050 Kuala Lumpur  
Malaysia

Tel. No.: +60(3) 2070 8833

## Board of Directors



Tun Dato' Seri Zaki bin Tun Azmi  
Independent Non-Executive Chairman

Datuk Yvonne Chia  
Senior Independent Non-Executive Director

Renzo Christopher Viegas  
Independent Non-Executive Director

Simon Cathcart  
Non-Independent Non-Executive Director

Kenneth Shen  
Non-Independent Non-Executive Director

Mazita binti Mokty  
Non-Independent Non-Executive Director

Tunku Alizakri bin Raja Muhammad Alias  
Non-Independent Non-Executive Director

Lim Ghee Keong  
Non-Independent Non-Executive Director

## Board of Directors' Profiles

### Tun Dato' Seri Zaki bin Tun Azmi

Malaysian, Male, 75  
Independent  
Non-Executive Chairman

First appointment date as Chairman and INED:  
15 August 2012

#### QUALIFICATIONS

Tun Zaki holds a Barrister-at-Law from the Lincoln's Inn, UK.

#### EXPERIENCE

Tun Zaki joined the Malaysian Judicial and Legal Services as a Magistrate and was later transferred to the Attorney General's Chambers where he held several positions for 15 years before going into private legal practice. He was appointed as a Judge of the Federal Court of Malaysia in 2007 and shortly thereafter, became the President of Court of Appeal of Malaysia, the second highest judicial office in the country.

In October 2008, he was appointed as the 12<sup>th</sup> Chief Justice of Malaysia. He also holds the distinction of being appointed as the first Chairman of the Judicial Appointment Commission until his retirement as Chief Justice in September 2011. He is the Chief Justice of Dubai International Financial Centre Courts since November 2018.

He is also the Chancellor of Multimedia University and MAHSA University respectively, and the Pro-Chancellor of University Science Islam Malaysia.

#### DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES IN MALAYSIA

##### Listed public company

- Pertama Digital Berhad (formerly known as Sinotop Holdings Berhad)

##### Non-listed public company

- Nil

### Datuk Yvonne Chia (Yau Ah Lan @ Fara Yvonne)

Malaysian, Female, 68  
Senior Independent  
Non-Executive Director

First appointment date as INED:  
1 January 2014

Re-designation as Senior INED:  
6 December 2017

Chairman of Nomination, Remuneration and Corporate Governance Committee

Member of Audit and Risk Committee

Member of Strategy and Business Transformation Committee

#### QUALIFICATIONS

Datuk Yvonne is a Fellow Chartered Banker and holds a Bachelor of Economics (Hons) from the University of Malaya.

#### EXPERIENCE

Datuk Yvonne has more than 40 years' experience in the financial services industry, having held leading positions in both foreign and local institutions. She started her career in Bank of America and held various roles in Asia. She was the former Group Managing Director and Chief Executive Officer of RHB Bank Berhad from 1996 to 2002 and Hong Leong Bank Berhad from 2003 to 2013.

She is currently an independent non-executive director and chairman of Standard Chartered Bank Malaysia Berhad, Standard Chartered Saadiq Berhad and Cradle Fund Sdn Bhd. She is also on the board of Silverlake Axis Limited (listed on the Singapore Exchange Ltd) as an independent non-executive director.

She is a Trustee for Teach For Malaysia Foundation and The Merdeka Awards Trust, a Council Member of the Asian Institute of Chartered Bankers and an Honorary Professor of the University of Nottingham School of Economics.

#### DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES IN MALAYSIA

##### Listed public company

- Nil

##### Non-listed public company

- Standard Chartered Bank Malaysia Berhad
- Standard Chartered Saadiq Berhad
- Asian Institute of Chartered Bankers

### Renzo Christopher Viegas

Indian, Male, 59  
Independent  
Non-Executive Director

First appointment date as INED:  
1 December 2017

Chairman of Audit and Risk Committee

Chairman of Strategy and Business Transformation Committee

Member of Nomination, Remuneration and Corporate Governance Committee

#### QUALIFICATIONS

Renzo holds a Bachelor of Commerce from the University of Mumbai, India. He is a Chartered Accountant and Fellow Member of the Institute of Chartered Accountants of India and a member of the Malaysian Institute of Accountants.

#### EXPERIENCE

Renzo has extensive experience in the banking industry and started his working career with Citibank in 1985, where he progressively held senior positions in various Asia Pacific countries including regional responsibilities until 2008. His last held position was Chief Operating Officer and Chief Financial Officer of Citibank Malaysia.

In 2008, he joined RHB Bank Berhad as Director, Retail Banking where he managed the consumer, insurance, hire purchase and SME businesses. In 2011, he was appointed as the principal officer to oversee RHB Bank Berhad's overall operations. He was the Deputy Chief Executive Officer with direct oversight of the Retail & International businesses of RHB Bank Berhad, prior to joining the CIMB group in 2012.

He was the Deputy Chief Executive Officer of the CIMB Group, Executive Director of CIMB Bank from 2012 to 2015 and Chief Executive Officer of its Group

Consumer Banking from 2015 to 2016, where he was responsible for the development of overall business strategies of consumer banking for the smooth implementation of the strategies, and transformed the consumer bank to become its growth engine. He provided support to the group chief executive and other senior management, leveraging on the regional platform to better reap synergies and accelerate business delivery. He also served as Adviser to the Group Chief Executive Officer of CIMB Bank, where he was responsible for the development of overall group-wide business strategies until March 2019.

He was a non-independent director of CIMB Bank (Vietnam) Ltd from August 2018 to July 2019, and a non-independent director for CIMB Cambodia Bank PLC from November 2017 to July 2019. He was also a non-executive director of Sun Life Malaysia Assurance and Takaful Berhad from May 2013 to July 2017.

#### DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES IN MALAYSIA

##### Listed public company

- Manulife Holdings Berhad

##### Non-listed public company

- Manulife Insurance Berhad

### Lim Ghee Keong

Malaysian, Male, 53  
Non-Independent  
Non-Executive Director

First appointment date as NINED:  
30 September 2016

Member of Audit and Risk Committee

Member of Nomination, Remuneration and Corporate Governance Committee

Member of Strategy and Business Transformation Committee

#### QUALIFICATIONS

Ghee Keong holds a Bachelor of Business Administration degree, majoring in Finance from the University of Hawaii at Manoa, USA.

#### EXPERIENCE

Ghee Keong has more than 30 years' experience in finance, treasury and credit management. Prior to joining the Usaha Tegas Sdn Bhd ("UTSB") Group in 1995, he was attached to General Electric Capital Corporation in the USA and Ban Hin Lee Bank in Malaysia.

He is a director and Chief Operating Officer of UTSB, and serves on the boards of several other companies in which the UTSB Group has interest, such as Maxis Berhad and Bond Pricing Agency Malaysia Sdn Bhd, a bond pricing agency registered with the Securities Commission Malaysia. He is also a director of Paxys Inc. (listed on the Philippines Stock Exchange).

#### DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES IN MALAYSIA

##### Listed public company

- Maxis Berhad

##### Non-listed public company

- Nil

## Board of Directors' Profiles

### Simon Cathcart

Australian, Male, 48  
Non-Independent  
Non-Executive Director

First appointment date as NINED:  
15 June 2017

Member of Strategy and  
Business Transformation  
Committee

#### QUALIFICATIONS

Simon holds a Bachelor of Engineering (Electronic) (Hons) degree from the University of South Australia. He also holds a Master of Business Administration (Hons) from the University of Chicago Booth School of Business.

#### EXPERIENCE

Simon is a media executive with more than 20 years' experience in satellite, broadcasting and telecommunications. He is a co-founder and executive director of Fetch TV, Australia's second largest Pay-TV operator that provides a turnkey wholesale IPTV platform to the majority of Australia's leading telecommunication companies.

He formerly held various engineering roles at PanAmSat, a global satellite provider and Telstra Corporation. He is currently a director and acting Chief Executive Officer of MEASAT Satellite Services Sdn Bhd.

#### DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES IN MALAYSIA

##### Listed public company

- Nil

##### Non-listed public company

- MEASAT Global Berhad

### Tunku Alizakri bin Raja Muhammad Alias

Malaysian, Male, 51  
Non-Independent  
Non-Executive Director

First appointment date as NINED:  
15 February 2019

#### QUALIFICATIONS

Tunku Alizakri holds a Master of Business Administration from the Cornell University and a Bachelor of Laws (Hons) from the King's College, University of London. He has practised as an advocate and solicitor in the courts of Malaysia and is qualified as a Barrister-at-law (Lincoln's Inn) in the courts of England and Wales.

#### EXPERIENCE

Tunku Alizakri is the former Chief EPF Officer of the Employees Provident Fund ("EPF"), a post he held from 20 August 2018 until 28 February 2021. Prior to that, he was the Deputy Chief Executive Officer (Strategy), a position which he held from January 2014 until August 2018. He has broad experience in policy development, strategic planning, communications, human resources and marketing.

Prior to joining EPF, he was the Chief Marketing Officer and Chief Operating Officer of the Iclif Leadership and Governance Centre. He has also held the positions of Director of Strategic Management at Bank Negara Malaysia, Director and Head of Strategy and Corporate Affairs at DiGi Telecommunications, and Vice-President and Head of Group Strategic Planning at Malayan Banking Berhad.

#### DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES IN MALAYSIA

##### Listed public company

- Sime Darby Plantation Berhad
- IHH Healthcare Berhad

##### Non-listed public company

- Nil

### Mazita binti Mokty

Malaysian, Female, 48  
Non-Independent  
Non-Executive Director

First appointment date as NINED:  
15 February 2019

#### QUALIFICATIONS

Mazita holds a Bachelor of Laws (Hons) from the University of Hertfordshire, UK and is qualified as a Barrister-at-Law of the Honourable Society of Lincoln's Inn, UK. She was admitted to the Bar of England and Wales and the High Court of Malaya.

#### EXPERIENCE

Mazita has more than 20 years' legal and regulatory experience, primarily in corporate, commercial and banking matters, trusts and investments, and equity/capital markets. She is currently the General Counsel of UTSB, a Malaysia-based investment holding company which has significant interests in companies operating across diverse industries such as telecommunications, media and entertainment, and real estate.

She serves on the boards of several companies in which the UTSB Group has significant interests, such as Astro Holdings Sdn Bhd and Tanjong Capital Sdn Bhd. Prior to joining UTSB, she was attached to an established law firm in Kuala Lumpur and worked with the Securities Commission of Malaysia.

#### DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES IN MALAYSIA

##### Listed public company

- Nil

##### Non-listed public company

- Nil

### Kenneth Shen

American, Male, 56  
Non-Independent  
Non-Executive Director

First appointment as NINED:  
16 April 2021

#### QUALIFICATIONS

Kenneth holds a Bachelor of Arts (*magna cum laude*) in East Asian Languages and Civilisations (Japanese) from Harvard College and a Master of Business Administration from the Harvard Graduate School of Business Administration. He was also educated at Keio University in Economics.

#### EXPERIENCE

Kenneth has more than 30 years' investment experience (public, private, PIPEs, debt, equity, mezzanine and funds) as well as extensive knowledge in corporate finance, mergers & acquisitions, and capital markets.

He served as an Executive Director, Investments at Khazanah Nasional Berhad ("Khazanah") from 2011 until 2018 and had principal responsibility for Khazanah's investments in the creative & media and telecommunications industries as well as other sectors and geographies. Prior to joining Khazanah, he was a board member and advisor to the Chief Executive Officer of Qatar Holding LLC, the principal investment vehicle of the Qatar Investment Authority ("QIA"). He also oversaw the QIA's global direct investments as well as its investments in private equity, special situation and venture capital funds.

Prior to joining QIA, he was with Salomon Brothers and its successor companies having commenced in 1996 where he was based in New York and then in Hong Kong, most recently as Co-Head of the Asia Pacific Corporate Finance Group at Citigroup Global Markets. Prior to Salomon, he was with Lehman Brothers based in New York in its merchant banking and principal investment businesses having commenced in 1992.

Kenneth is also the Chairman of Astro Holdings Sdn Bhd and a director of edotco Group Sdn Bhd. He most recently served on the boards of other public and private companies in Malaysia and Indonesia, including Axiata Group Berhad, PT XL Axiata Tbk, Yayasan Amir and Iskandar Malaysia Studios Sdn Bhd (the principal operator of the Pinewood Iskandar Malaysia Studios business).

#### DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES IN MALAYSIA

##### Listed public company

- Nil

##### Non-listed public company

- Nil

### Nurhisham bin Hussein

Malaysian, Male, 52  
Alternate Director to  
Tunku Alizakri bin  
Raja Muhammad Alias

First appointment date as  
Alternate Director:  
17 May 2019

#### QUALIFICATIONS

Nurhisham holds a Bachelor of Science (Economics) (Hons) from the London School of Economics & Political Science. He also holds a Master of Economics from the University Malaya.

#### EXPERIENCE

Nurhisham is currently the Chief Strategy Officer of the EPF, where he oversees corporate strategy, communications, and people matters. Prior to that, he was the Head of Economics and Capital Markets Department from February 2014 to December 2019.

He began his career in merchant banking in the 1990s, before joining Perwira Affin Bank in 1997 as part of the Corporate Planning Department. He later joined Permodalan Nasional Berhad ("PNB") in 2004 to head the Economics section of the Research Division. In PNB, he was responsible for monitoring, analysing and reporting the economic

conditions in Malaysia and internationally, and providing input for PNB's investment decisions. He joined EPF after a stint with the Malaysian Rating Corporation Berhad, where he was responsible for producing country reports, developing economic viewpoints and making quantitative forecasts.

He is a director of ProtectHealth Corporation Sdn Bhd, a subsidiary of ProtectHealth Malaysia, a company formed by the Ministry of Health Malaysia.

#### DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES IN MALAYSIA

##### Listed public company

- Nil

##### Non-listed public company

- Nil

#### Notes:

<sup>1</sup> None of the Directors have any conflict of interest with the Company.

<sup>2</sup> None of the Directors have any convictions for offences within the past five years.

<sup>3</sup> None of the Directors have any sanctions and/or penalties imposed on them by any regulatory bodies during FY21.

<sup>4</sup> None of the Directors have any family relationships with any Directors and/or Major Shareholders of the Company.

<sup>5</sup> The total number of Board meetings attended by the respective Directors in FY21 are set out on page 121 of IAR2021.

<sup>6</sup> Tun Dato' Seri Zaki bin Tun Azmi and Datuk Yvonne Chia were the Chairman of the Nomination and Corporate Governance Committee and the Remuneration Committee until 31 March 2021 respectively. Both committees were reconstituted as the Nomination, Remuneration and Corporate Governance Committee with effect from 1 April 2021.

## Senior Leadership Team

Rizal Khalid  
Head of Corporate Assurance

Christinne Lim  
CEO, Go Shop

Azlin Arshad  
Director, Commercial

Shafiq Abdul Jabbar  
Group CFO

Julia Laukemann  
Director, Product

Wong See Wei  
Director, Media Solutions

Laila Saat  
Director, Regulatory

Dr. Grace Lee  
Chief Transformation Officer

Henry Tan  
Group CEO

Agnes Rozario  
Director, Content

Mazhairul Jamaludin  
Director, Corporate Relations

Tammy Toh  
Director, Group Marketing  
and Communications

Gavin Baxter  
Director, People & Workplace

Kenny Ong  
CEO, Astro Radio

Euan Smith  
Group COO and CEO, TV

Jaideep Matto  
Director, Data

Liew Wei Yee Sharon  
Company Secretary

Simon Wilkes  
General Counsel



Mauro di Pietro Paolo  
Chief Technology Officer  
(Not in picture)

## SLT Profiles

### Henry Tan Poh Hock

Malaysian, Male, 57  
Group Chief Executive Officer

Henry joined our Group on 2 May 2008 as Chief Operating Officer and was appointed Chief Executive Officer on 1 February 2019. He has also been the Chairman of Go Shop, Astro's commerce business, since 28 April 2014. Redesignated as Group Chief Executive Officer on 1 April 2020, he is currently leading Astro's transformation to be Malaysia's undisputed entertainment destination riding on the Group's prized customer base, unrivalled reach and winning local content.

Combining the best global streaming services with a new local streaming service for millennials focused on local content and sports, Henry aspires to make Astro, the best entertainment aggregator for Malaysians. The Group is also refreshing its business models, customer experience and technology as part of the overall transformation effort while growing adjacencies in broadband, commerce and digital.

An advocate of local content, Henry continues to raise the bar for groundbreaking content including premium Astro Originals. Under his leadership, movies produced by Astro such as *Ola Bola*, *The Journey*, *Hantu Kak Limah*, *Paskal*, *Police Evo* and *Vedigundu Pasangge* have captured over 50% share of local movies Gross Box Office and won numerous international and

local awards. *The Garden of Evening Mists* is the only Malaysian film to bag nine nominations at the Golden Horse Awards.

Astro is in the process of upgrading its customer experience, offering seamless and customised viewing across TV and other devices with Cloud Recording, Play from Start and Pause features, connecting customers to over 65,000 videos On Demand.

Since joining Astro, Henry has been championing the Group's education initiatives as its core ESG pillar for over a decade. Today, learning content on Astro such as Tutor TV, TVIQ and TV Pendidikan reaches 5 million students nationwide annually and received widespread commendations for helping students excel in their studies.

Henry was previously the Chief Executive Officer of Mindshare Malaysia and GroupM (Malaysia and Singapore). Prior to that, he held the position of Media Director, Ogilvy & Mather and General Manager, HVD Entertainment.

He holds degrees in Business (Marketing) and Arts (Communications) from Chisholm Institute of Technology Australia (now known as Monash University).

### Euan Smith

British, Male, 52  
Group Chief Operating Officer and Chief Executive Officer, TV

Euan joined as Group Chief Operating Officer and Chief Executive Officer, TV on 1 April 2020. As GCOO, Euan has oversight of the technologies that support each of the Group's business units – broadcast, digital and enterprise. As CEO, TV, he leads Astro's key product groups Pay-TV, NJOI, streaming services and broadband in addition to the customer sales & operations functions.

Euan is an established media executive with a unique skill set spanning both business and technology in media operations and in transformation. In his early career, he held roles

in Unilever and KPMG before moving into senior leadership positions with Sky UK, Sky Germany and Fox in the US. Most recently, Euan operated as COO at Foxtel in Australia.

Trained at University of Birmingham (Mechanical Engineering) and Harvard Business School, Euan has led multiple step-changes across technology, operations and customer service. He helped launch HD and broadband in the UK, played a vital role in the successful turnaround of Sky Germany and was instrumental in the reset of Foxtel's product & technology suite.

### Shafiq Abdul Jabbar

Malaysian, Male, 43  
Group Chief Financial Officer

Shafiq joined our Group on 9 January 2017 as Group Chief Financial Officer.

He spearheads the finance and risk management functions across our Group encompassing financial control, treasury, business partner advisory, investor relations, corporate finance, tax and revenue assurance. He also oversees procurement, regulatory and more recently data, to streamline utilisation and monetisation of all data across our Group.

Prior to joining Astro, he was the Group Financial Controller and Chief Financial Officer of CIMB Bank Berhad (Malaysia).

Before joining CIMB, he was Executive Director at PricewaterhouseCoopers, a role he held having advanced from managerial positions in its Kuala Lumpur and London offices, where he provided assurance and advisory services to key clients listed on Bursa Malaysia and FTSE 100.

A member of Malaysian Institute of Accountants (MIA), he holds a Bachelor of Commerce, majoring in Accounting and Finance from the University of Melbourne, Australia and was formerly the Malaysian Chair of Chartered Accountants Australia and New Zealand.

### Dr. Grace Lee Hwee Ling

Malaysian, Female, 45  
Chief Transformation Officer

Grace joined our Group's Corporate Assurance Division on 2 January 2001. She has held several other roles within the Group including Head of Process Improvement, Group Financial Controller, Chief Risk Officer and Chief Executive Officer of Go Shop prior to her appointment as Chief Transformation Officer on 1 March 2021.

She is responsible for driving our Group's transformation to remain competitive while delivering on our vision to better serve our customer base by introducing exciting, new products. Prior to joining Astro, she worked for PricewaterhouseCoopers' Assurance and Advisory division.

Grace holds a PhD in Business Administration from ELM-Graduate School, HELP University as well as a Bachelor degree in Accounting and Finance from Curtin University and a Master of Business Administration (Distinction) from Charles Sturt University, both in Australia. She is a Fellow Member of Certified Practising Accountant (FCPA Australia), Information Systems Auditor (CISA, US) and is Certified in the Governance of Enterprise IT (CGEIT, US). She has also attended the Harvard Senior Management Programme. She is a board member of Malaysian Global Innovation and Creative Centre (MaGIC) and also serves as the MaGIC Audit Committee Chairman.

### Mauro di Pietro Paolo

Italian, Male, 50  
Chief Technology Officer

Mauro joined as Chief Technology Officer in April 2021. As CTO, Mauro is responsible for Enterprise IT, Digital, Broadcast Engineering, overall Technical Architecture, Cyber Security and Network, CRM and Billing, Data and Analytics systems working closely with the different business units and stakeholder groups across the Group.

Mauro is a Pay-TV veteran, having held senior Technology roles for almost 20 years within Sky Italia, Sky Deutschland and Foxtel. Mauro is very experienced in innovation and technology transformation and was instrumental to the

launch and turn-around of both Sky Italia and Sky Deutschland, where he was also the architect behind OTT streaming products like Sky Go & Sky Ticket. He has successfully digitised customer service, enhanced content delivery and driven complex data implementations at his previous companies.



## SLT Profiles

### Christinne Lim Yen Wah

Malaysian, Female, 45  
Chief Executive Officer,  
Go Shop

Christinne joined our Group's Corporate Finance division on 18 April 2005. She has led different portfolios within our Group including regional content, content strategy, premium business, corporate finance and marketing prior to her appointment as Chief Executive Officer of Go Shop on 1 March 2021.

With her in-depth knowledge of Malaysian consumer behaviour and sound interdisciplinary knowledge, Christinne leads the Group's commerce business – driving Go Shop's revenue and customer growth, overseeing customer experience, content production, analytics-driven sales and marketing initiatives, supply chain management and technology.

Before joining Astro, she was attached to PricewaterhouseCoopers Advisory Services' Corporate Finance division.

She holds a Bachelor of Commerce (Hons) from Lincoln University, New Zealand.

### Kenny Ong Chun Eng

Malaysian, Male, 46  
Chief Executive Officer,  
Astro Radio

Kenny joined our Group on 15 February 2021 as Chief Executive Officer of Astro Radio. He is responsible for overseeing Astro Radio's strategic direction, in particular brands and talent as well as driving radex growth. He will also oversee Rocketfuel Entertainment which spearheads talent-driven digital content across our Group's platforms.

Prior to joining Astro, Kenny was the Managing Director, Malaysia and Head of Special Projects, Southeast Asia at Universal Music Group. Prior

to that, he has held a variety of roles in consumer businesses with a strong track record of driving innovation and business transformation. He was formerly the Country Head, Malaysia & Singapore at Unilever Network, and before that the Senior Vice President, Medical & New Markets Division at Takaful Ikhlas Sdn Bhd, Vice President, Strategy Division for CNI Holdings Berhad, and a Management Consultant.

He holds a Bachelor of Computer Science (Hons) from the University of Manchester, UK.

### Azlin Arshad

Malaysian, Female, 47  
Director, Commercial

Azlin joined our Group as Director, Pay-TV on 17 June 2019 to pilot the Pay-TV business, ensuring its continued and sustainable growth underpinned by her oversight of our customer base management. She has been key in providing leadership to our Product and Retention teams, particularly instrumental in re-developing our product & packaging strategy.

On 1 April 2021 Azlin was appointed as Director, Commercial in which her portfolio was expanded to encompass all revenues of the TV Business, including all Sales channels (Direct, Reseller, Retailers, Omni, Prepaid/MD, CSC Retail), as well as our CE & Hotel business.

From 2016 to 2018 Azlin helmed the subscription-free TV service, NJOI as the Chief Operating Officer and successfully grew this business, enabling customers to purchase prepaid content via innovative customer solutions and driving transactions through an effective distribution network.

Prior to this, she was Vice President of the Industrial Development Division of Johor Corporation, where she also sat on the board of QSR Brands. She had a career in investment banking spanning 19 years, first specialising in Corporate Finance, Mergers and Acquisitions, IPOs and Fund Raising and later expanded into stockbroking, private equity and asset management. She also held oversight roles in compliance, risk management and investments.

She holds a Bachelor of Accounting & Finance (Hons) from the University of Glamorgan, South Wales, UK (now known as the University of South Wales).

She sits on the board of Nestle (Malaysia) Berhad as an independent non-executive director and is a Committee Member of Tabung PPUMCare, Pusat Perubatan Universiti Malaya.

### Julia Katharina Dorothea Laukemann

German, Female, 43  
Director, Product

Julia joined Astro in May 2020, introducing and leading the commercial digital team as a new business area. In April 2021 Julia was appointed Director, Product ensuring an integrated product portfolio view, consolidated go-to-market and in life performance of all Astro products (accessible through STB platforms including Astro's premium Ultra Box as well as newly launched Ulti, Astro GO and Astro's Multiroom services), NJOI and the soon-to-be launched standalone OTT service. Digital journeys and partnerships remain part of the newly formed Product team.

Julia is an experienced media and subscription business executive with key track record in developing and launching Pay-TV and digital streaming products. Under her product leadership at Sky Germany, Sky launched Sky Go, the premium STB platform Sky Q, introduced connectivity and VOD to its legacy platform Sky+

and added premium apps to the Sky Q platform. Julia's team also introduced UHD services as well as Sky Ticket, Sky Germany's standalone OTT service today. Aside from building the first start up accelerator at Sky, Julia is not only a strong advocate of innovation and design thinking, but fosters also cross-functional organisational learning and empowers teams to jointly thrive.

Julia holds an MBA in Leadership and Communication from the Technical University of Munich (TU), partly conducted at Columbia University (New York) and USC (Los Angeles) in the US and a Master in Political Science, Intercultural Communication and Organisational Psychology from the Ludwig-Maximilian-University in Munich with Erasmus studies conducted at the University of Padua, Italy.

### Wong See Wei

Malaysian, Male, 43  
Director, Media Solutions

See Wei joined our Group as Vice President, Media Sales on 1 June 2016 to drive advertising revenue and increase TV adex share. On 1 December 2019, he was appointed as Director, Media Solutions to spearhead integrated media solutions across Astro's media properties including TV, Radio and Digital as well as Intellectual Properties. He heads a team in delivering creative, effective and consumer-driven marketing solutions, leading to winning campaigns and more importantly, winning customers.

A certified accountant by the Malaysian Institute of Certified Public Accountants (MICPA) and CPA Australia, See Wei was previously the Chief

Financial Officer and Chief Operations Officer of GroupM Malaysia. He started his career with Ernst & Young in 2000 before moving to UMW Toyota Capital as an accountant in 2003. He is also a member of Malaysian Institute of Accountants (MIA).

He holds a Bachelor of Business (Accountancy) from Royal Melbourne Institute of Technology University and a Master of Business Administration (Marketing) from Charles Sturt University, Australia.

### Agnes Rozario

Malaysian, Female, 53  
Director, Content

A pioneer member of Astro, Agnes was appointed as Director, Content on 1 February 2019.

She heads our Group's content team, covering all language and genres of content across TV, film and digital. She was instrumental in bringing early access to local and global blockbuster movies from cinema to home and more recently spearheaded the first-run film initiative enabling local producers to provide a cinematic experience to viewers at home via Astro First during the pandemic. She continues to drive the connected customer experience via Video On Demand services with over 65,000 titles available and over 2 billion minutes streamed in FY21. She also spearheads strategic

partnerships with regional players, which contributes to Astro's diverse content line-up and streaming reach.

A strong advocate of local original content, Agnes has been championing homegrown films, series and non-scripted shows with Astro Shaw behind the highest grossing local movies of all time. Her commitment to the development of IPs, local talent and enhancement of customer experience continues to drive innovation resulting in Astro signatures and scripted shows driving viewer engagement.

Agnes holds degrees in Law and Economics from Monash University, Australia and has completed Harvard Business School's General Management Programme.

## SLT Profiles

### Simon Wilkes

British, Male, 44  
General Counsel

Simon joined as General Counsel on 1 September 2020.

He leads the Group Legal and Compliance division and is responsible for the legal affairs of the Group. He oversees the delivery of legal services and resources to implement corporate strategies and priorities, providing legal support and advice across the business, including on negotiations of commercial contracts and dispute resolution.

Simon is an experienced media and technology lawyer, having worked in Pay-TV in multiple regions for over 16 years. Simon joined Astro from his previous role as General Counsel at

OSN, the MENA regional Pay-TV broadcaster based in Dubai. Prior to working in the Middle East, Simon spent nine years as a senior lawyer at Sky UK after moving in-house from private practice at Berwin Leighton Paisner.

Following his Bachelor of Arts (Hons) from the University of Nottingham, Simon trained and qualified as a lawyer in London.

### Gavin Baxter

British, Male, 46  
Director, People & Workplace

Gavin joined our Group on 3 September 2018. He leads our Human Capital division, which aims to provide an amazing people experience for everyone at Astro through a culture of Creativity, Inclusivity & Accountability. He also heads our Property, Facilities and Security divisions which contribute to our sustainability ambitions.

Since 2018, our Human Capital division has been driving our culture transformation and measuring the impact through an Employee Engagement survey. Over this period we have seen a 9% increase in our engagement score.

As a senior HR professional with over 17 years' experience, working in both Australia and the UK, Gavin spent the last six years in the technology and media sector as the Group

Head of Talent Performance at Sky plc in the UK where he developed and delivered the group's talent strategy. Prior to that, he was the Head of Organisational Capability at Optus Business in Australia. In both roles, he was involved in the digital transformation of the organisations.

He has also held senior roles in professional services firms, including Deloitte Australia and BDO Australia. Gavin started his career in the insurance industry with Royal Sun Alliance and QBE, where he advanced into management positions in the UK and Australia.

Gavin studied at the University of East Anglia, UK where he pursued technical insurance qualifications with the Chartered Insurance Institute.

### Jaideep Matto

Indian, Male, 39  
Director, Data

Jaideep joined as Director, Data on 1 March 2021. As Director, Data he is responsible for shaping the overall data strategy, as well as developing and deploying best-in-class analytics capabilities to drive business outcomes in partnership with different business units.

Prior to joining Astro, he was with CIMB Bank, Malaysia spearheading the Data Science function for retail banking. He has extensive experience in establishing and scaling up data

analytics platforms to drive growth, as well as monetising data through cross-industry partnerships in areas like retail, travel and telecom. He has also held roles in organisations like Citibank and American Express in India where he worked on developing advance analytics solutions.

Jaideep holds a Master degree in Economics from Delhi School of Economics, Delhi University, India.

### Tammy Toh Seok Kheng

Malaysian, Female, 53  
Director, Group Marketing and Communications

Tammy joined our Group's Communications division on 3 September 2007 and was appointed Director of Group Communications on 1 March 2019. She leads end-to-end communications for the corporate brand, content and product campaigns, consumer events, social media and issue management to reinforce our Group's market leadership. She also helms our Group's corporate responsibility and sustainability functions, including Yayasan Astro Kasih.

In addition to her existing responsibilities, on 1 March 2021 she was appointed as Director, Group Marketing and Communications where she is responsible for leadership in multiplatform marketing and branding strategies for Astro corporate and content brands.

Tammy has vast experience in overseeing strategic communications for public listed corporations like Gamuda, Alliance Banking Group, Maybank, Tesco as well as national family-owned business Royal Selangor in a broad array of industries.

She holds a Bachelor of Arts (Hons) from University of Malaya and serves on the World Vision Malaysia board of trustee.

### Mazhairul Jamaludin (MJ)

Malaysian, Male, 51  
Director, Corporate Relations

Mazhairul Jamaludin (MJ) joined Astro on 16 January 2019 as Director, NJOI and OTT. He has provided executive leadership and strategic direction to drive the NJOI business and was instrumental in launching NJOI HD.

MJ was appointed as Director, Corporate Relations on 1 May 2021 and took on the responsibility of developing new partnerships and strengthening relationships with key stakeholders and corporates for our core businesses.

MJ was previously Financial Controller and Senior Vice President, Commercial Services Multichannel TV at Astro until 2010. He has diverse experience in the media, assurance,

advisory, telco and private equity industries. Prior to joining Astro, he was in senior roles with Ekuinas and Celcom. He also served at Arthur Andersen and Ernst & Young where he provided assurance and advisory services.

He holds a Bachelor degree in Accounting and Finance from Lancaster University, UK, and is a Fellow Member of the Association of Chartered Certified Accountants (ACCA) UK. He has also been accorded Chartered Accountant Malaysia as well as ASEAN Chartered Professional Accountant. He is currently a member of the Professional Accounts in Business (PAIB) Committee of the Malaysian Institute of Accountants and sits on the board of AXA AFFIN Life Insurance Berhad.

### Laila Saat

Malaysian, Female, 52  
Director, Regulatory

Laila joined our Group on 3 May 2005 and was appointed as Vice President, Regulatory, Intellectual Property Protection & Industry Affairs on 1 April 2009.

On 1 March 2019, she was appointed as Director of Regulatory when her role was expanded to include our Group's government relations and industry stakeholder management.

In her current role, she is responsible for providing specialist advice on the Malaysian regulatory framework and facilitating a conducive regulatory environment for the execution of our Group's strategic imperatives. Working closely with industry stakeholders and

the relevant authorities, she is instrumental in spearheading anti-piracy initiatives in the industry, which are crucial for the protection of our Group's intellectual property.

She has 27 years' working experience both in local and international markets. Prior to joining our Group, she worked in the communications and property industries, including UEM Holdings Bhd.

She received a Master of Science in Corporate Communications from University Putra Malaysia and holds a Bachelor of Education in Teaching English as a Second Language (TESL) from University of Malaya.

## SLT Profiles

### Liew Wei Yee Sharon

Malaysian, Female, 49  
Company Secretary

Sharon joined our Group on 1 March 2002 and was appointed as the Company Secretary of Astro Malaysia Holdings Berhad since its incorporation in 2012.

She is responsible for the overall corporate secretarial and corporate governance functions of our Group. Her responsibilities include advising our Board on its role and responsibilities, managing our Board and shareholders' meetings, as well as providing efficient administration to our Group entities with regards to compliance with statutory and regulatory requirements.

She also acts as the focal point for shareholders' communication and is a conduit between our Board members and SLT to ensure proper communication.

She has over 25 years' working experience in the corporate secretarial field and is a licensed secretary with a valid practising certificate approved by the Companies Commission of Malaysia. She holds a Bachelor of Laws (Hons) from the University of London and was issued the Certificate of Legal Practice by the Legal Profession Qualifying Board, Malaysia.

### Rizal Khalid

Malaysian, Male, 38  
Head of Corporate Assurance

Rizal joined Astro in November 2019 as Vice President, Head of Corporate Assurance, responsible for leading the independent internal audit function that reports functionally and administratively to the Audit and Risk Committee.

Prior to joining Astro, he has held roles including the Chief Internal Auditor of PLUS Malaysia Berhad, internal auditor of PETRONAS and the Head of Group Internal Audit and Risk Management of Petra Energy Berhad. He also served at Ernst & Young where he provided assurance and advisory services.

He holds a Bachelor of Commerce, majoring in Accounting and Finance from the University of Melbourne, Australia and is a member of Chartered Accountants Australia and New Zealand.

## Corporate Governance Overview (Pursuant to Paragraph 15.25 of the MMLR)

### Our Board is pleased to present an overview of our CG framework and practices in FY21 as well as the key focus areas and priorities in relation to Astro's CG practices

#### Our Corporate Governance Framework

Our Board is responsible for overseeing the management and business affairs of Astro, and recognises that it is accountable to our shareholders for the delivery of long-term growth and building a sustainable business. Embracing a good CG culture is central for the attainment of our Vision to become Malaysia's #1 Entertainment Destination.

Astro's CG framework lays down the structure, processes and lines of authority that govern how our businesses are directed, managed and controlled vis-à-vis all our stakeholders while ensuring compliance with the applicable laws, rules and regulations, our Company's Constitution and adherence to good CG practices.

A strong CG framework is necessary for the mitigation of risks and cultivation of good business ethics. Astro aspires to the highest standards of business integrity, ethics and professionalism across all our activities and is committed to ensuring that ethical principles are not forsaken in the pursuit of corporate goals. Our Board and EXCO take a serious view of how business is conducted in order to serve our customers' media, entertainment and lifestyle needs and to discharge our responsibility as a Malaysian corporate citizen. Our foundation, Yayasan Astro Kasih undertakes long-term community programmes that make a lasting difference in the key pillars of lifelong learning, community development, sports and environment.

Our approach to CG is built on the principles of fairness, transparency, accountability and responsibility. We are pleased to share that our continuous commitment to CG has been recognised regionally and locally:

- (i) ASEAN Asset Class Award based on the 2019 ASEAN Corporate Governance Scorecard ("ACGS") assessment, a joint initiative by the ASEAN Capital Markets Forum and Asian Development Bank. The ACGS assessment recognises CG achievements of public listed companies ("PLCs") from six participating ASEAN member countries.
- (ii) 17<sup>th</sup> placing for Overall CG and Performance and 27<sup>th</sup> placing for CG Disclosures among 866 Malaysian PLCs assessed for the MSWG-Asean CG Awards 2019; and

- (iii) Founding constituent of the FTSE4Good Bursa Malaysia Index, an index designed to measure the performance of companies demonstrating strong ESG. Astro currently ranks among the top 10 percentile of media companies assessed by FTSE Russell for overall ESG rating in 2020.

We have a robust CG framework that is reviewed annually to ensure that it remains relevant and supports Astro's Vision and Mission. The latest review was undertaken during the third quarter of FY21 through a gap analysis and benchmarking with the practices of other PLCs to determine our level of compliance with the rules and regulations and adherence to CG practices guided by the MCCG and FTSE Russell's ESG assessment.

Astro's CG framework as depicted on page 116 shows each function playing a critical and interdependent role for the purposes of promoting long-term success and optimising shareholders' value.

During FY21, our CG framework was enhanced to increase oversight of our Group's business transformation plans and ensure sharp execution of Board-approved strategies. The initiatives included, inter alia:

- (i) Establishment of the EXCO comprising our GCEO, GCOO and GCFO for the purposes of assisting our GCEO in developing, directing, implementing and monitoring strategies.
- (ii) Adoption of the Astro Anti-Corruption Framework ("AACF") and implementation of a Group-wide anti-bribery and anti-corruption programme across all our subsidiary entities.
- (iii) As part of the annual review process, our NCGC and RC were merged taking into consideration their overlapping responsibilities, and efficiency in having a single committee in respect of nomination and remuneration matters. The establishment of the Nomination, Remuneration and Corporate Governance Committee ("NRCGC") came into effect on 1 April 2021. Its primary purpose and functions are set out in the NRCGC Charter, which can be downloaded from our corporate website <https://corporate.astro.com.my/our-company/corporate-governance>.

#### Notes:

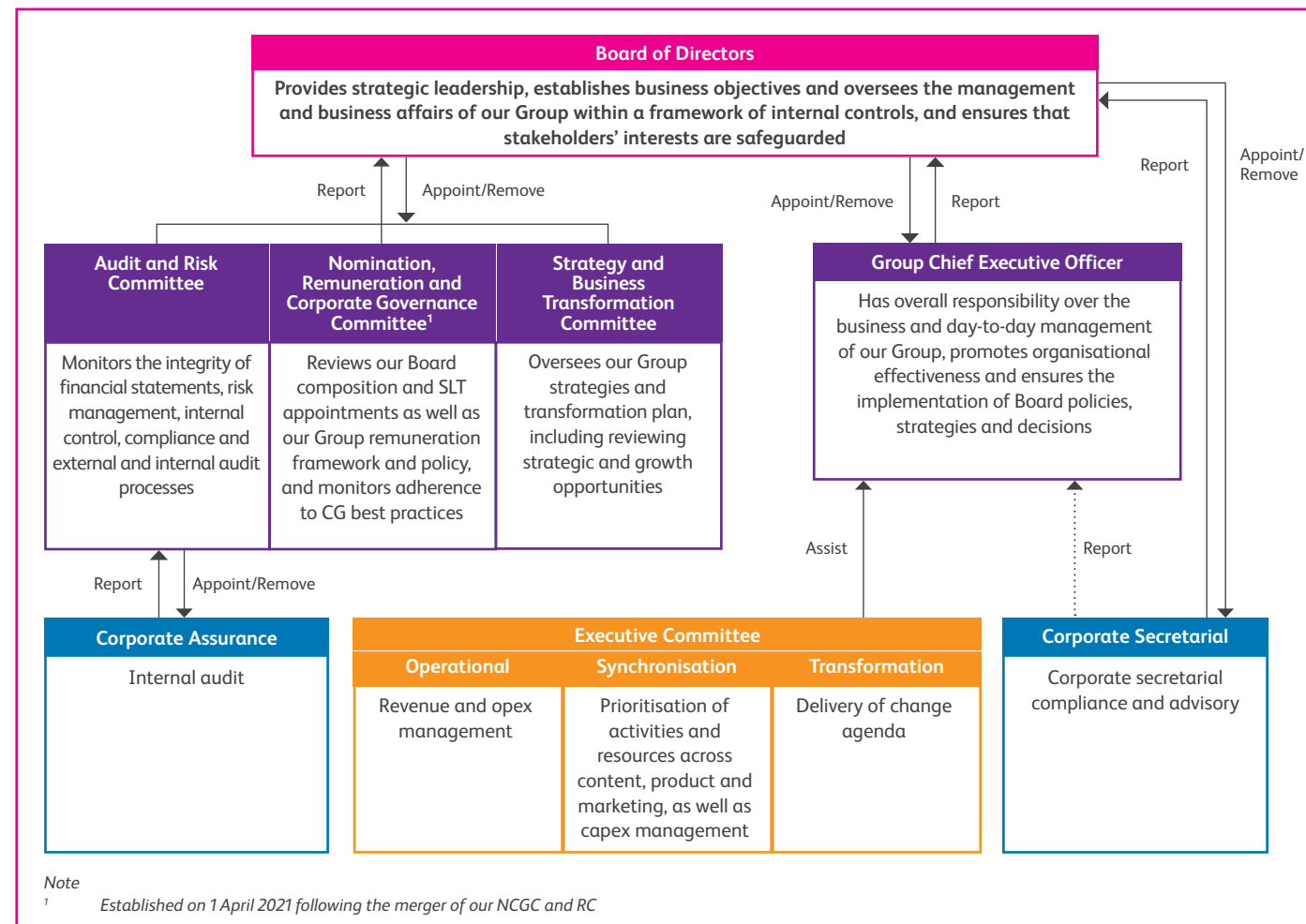
<sup>1</sup> None of the members of SLT have any conflict of interest with the Company.

<sup>2</sup> None of the members of SLT have any convictions for offences within the past five years.

<sup>3</sup> None of the members of SLT have any sanctions and/or penalties imposed on them by any regulatory bodies during FY21.

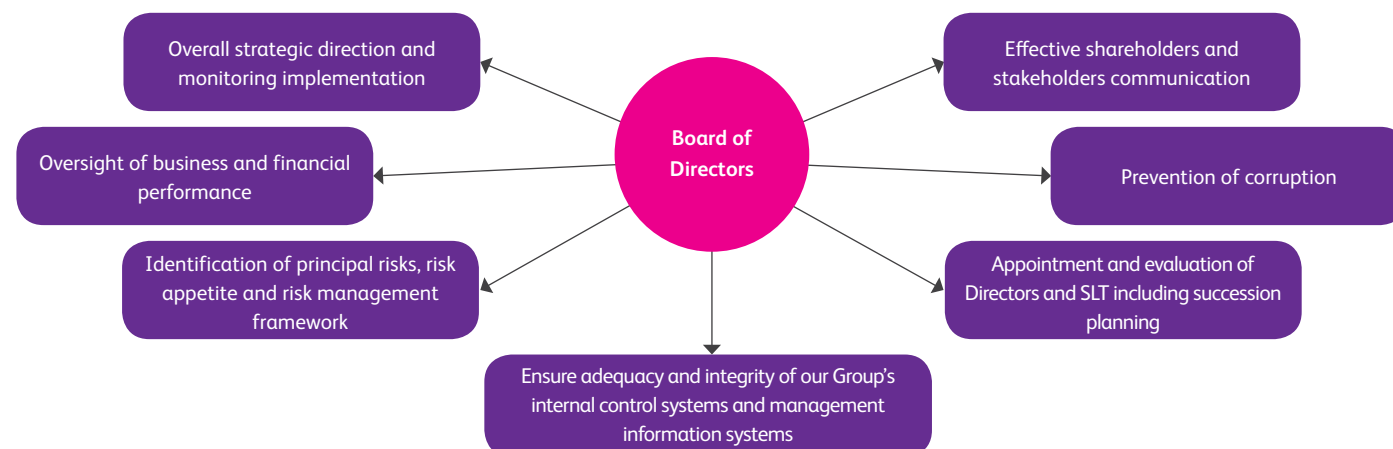
<sup>4</sup> None of the members of SLT have any family relationships with any Directors and/or Major Shareholders of the Company.

## Corporate Governance Overview



### Board Responsibilities

Our Board has adopted seven principal responsibilities which are set out in the Board Charter:



### Strategic Planning and Implementation

Our Board is responsible for reviewing, challenging and adopting the overall Group strategic plan and annual consolidated budget which are Board reserved matters as well as monitoring their implementation. Our Directors constructively challenge proposals from our EXCO including key assumptions as well as provide guidance and insights based on their diverse knowledge and experience.

The emergence of COVID-19 in early 2020 was a crisis with deep and far-reaching impact on all businesses around the world, including Astro. We re-evaluated and where appropriate, reset our business strategies due to the impact of the movement control orders on the supply chain and recalibrated working arrangements where a majority of our workforce transitioned to working from home to prevent spread of the virus. During such unprecedented times of change and uncertainty, the role of our Board to direct and oversee changes in order to ensure organisational resilience and return to the recovery path became even more critical.

Astro responded swiftly from the early onset of the pandemic, and some of the measures implemented are mentioned in our GCEO's Statement on pages 17 to 25 of IAR2021. While the pandemic presented challenges to our existing businesses, it had also created growth opportunities, particularly in the digital space. Go Shop, our home shopping network grew revenue by 26% and recorded maiden pre-tax profit for FY21.

During this crucial period, the frequency of our Board and Board Committee meetings increased as indicated in the table of Directors' meeting attendance on page 121 of IAR2021. The majority of such meetings were held virtually to address immediate and emerging issues, as well as explore growth opportunities and prepare our organisation for the new normal.

The review of our Group's Strategic Plans for FY22 to FY24 ("3YP") and FY22 Budget was completed in December 2020. Following a comprehensive review process by our SBTC and Board, our Group's strategic direction and plans for the next three years was mapped and approved-in principle. A new 5-year Technology Blueprint and FY22 Budget were also duly approved.

### Oversight of Business and Financial Performance

Our SBTC assists our Board to oversee strategies and business transformation initiatives to ensure Astro remains competitive with a future proof business model. In FY21, our SBTC held ten meetings which were attended by our EXCO and SLT to ensure that business initiatives are aligned with our Group's strategies, review transformation progress and assess new growth opportunities such as addressable advertising and a standalone streaming service.

The implementation and progress of the 3YP will be closely monitored by our EXCO, SBTC and Board through a structured review cycle. A new operating rhythm was established by our EXCO to ensure a more holistic and disciplined review, decision-making and reporting process so that key projects are delivered in a timely manner.

Management is held accountable for the delivery of business outcomes and will be measured based on agreed KPIs in the annual Company Scorecard. Based on our RC's recommendation, the FY21 Company Scorecard comprising both financial and non-financial KPIs with appropriate weightages to drive our short-term targets was duly approved by our Board in April 2020.

Refer to the RC Report on pages 130 to 131.

### Identification of Principal Risks, Risk Appetite and Risk Management Framework

Our Board's principal responsibilities include ensuring the adequacy of risk management through the continuous identification and mitigation of key risks. During FY21, our Board, through our ARC, reviewed on a quarterly basis, matters pertaining to risk management that included our Group risk profile, risk assessment against our risk appetite and risk tolerance parameters, insurance and business continuity planning and cyber security risks. Cyber security was high on our ARC's agenda as independent consultants were engaged to provide assurance and validation of our Group's cyber security roadmap.

## Corporate Governance Overview

### Prevention of Corruption

Our Board is committed to instilling an organisational culture with high integrity and zero tolerance for corruption. In FY21, Astro adopted the AACF and rolled out a Group-wide anti-bribery programme for the prevention and mitigation of fraud and bribery risks. Policies relating to the prevention of corruption and bribery were developed and/or refined, including the Code of Business Ethics for Astro employees ("COBE"), Third-Party Code of Business Ethics and Whistleblowing Policies and Procedures ("WPP") to better safeguard our Group's assets. A Compliance team reporting to our General Counsel was established for oversight of the AACF and its implementation.

Refer to the ARC Report on pages 136 to 141 and SORMIC on pages 142 to 148.

### Adequacy and Integrity of Internal Control Framework

Our Board is assisted by our ARC in matters relating to internal control and compliance. Internal control and compliance matters are standard agenda items at quarterly ARC meetings including financial reporting and treasury, corporate assurance, tax, legal and regulatory, related party transactions and whistleblowing disclosures.

### Appointment and Evaluation of Directors and SLT including Succession Planning

Due to ongoing disruptions in the media and entertainment industry, one of our key priorities was to ensure that Astro has the right organisational structure that is fit-for-purpose to meet challenges as well as future proof our business. A key focus in FY21 was therefore on workforce optimisation, resetting our organisational culture and re-skilling our people.

### Appointment and Evaluation of Directors and SLT including Succession Planning

Our Group's human capital strategies and succession plans are tabled to our Board at least once annually, with the latest review in December 2020. Succession and emergency cover plans for our GCEO and critical leadership roles are in place, with the majority having a "ready now" successor.

Refer to the NCGC Report on pages 132 to 135 and Talent section on pages 82 to 87.

Our Board, through the RC, is responsible for reviewing the adequacy of our non-executive Directors' ("NEDs") remuneration, which is subject to our shareholders' approval annually as required under Section 230 of the Act.

Refer to the RC Report on pages 130 to 131.

### Effective Shareholder and Stakeholder Communication

Transparency is a key tenet of our CG principles and we endeavour to keep our shareholders and other stakeholders such as regulators and employees informed of material updates and progress. Our Corporate Secretarial, Investor Relations, Communications and Regulatory teams actively engage with our shareholders, investors, regulators, media and employees on a regular basis. Investor relations and regulatory reports are tabled to our Board on a quarterly basis for monitoring purposes.

Refer to the Investor Relations section on pages 36 to 37.

### APPLICATION OF PRACTICES SET OUT IN THE MCCG

This CG Overview should be read together with the CG Report and other documents relating to our governance framework which can be downloaded from our corporate website <https://corporate.astro.com.my/our-company/corporate-governance>. The CG Report provides detailed explanations of how Astro has applied each Practice under the MCCG in FY21 taking into consideration the specific circumstances affecting our Group, including any alternative measures to achieve the intended outcomes.

The MCCG covers three broad Principles, namely (A) Board leadership and effectiveness; (B) Effective audit and risk management; and (C) Integrity in corporate reporting and meaningful relationship with stakeholders. In accordance with Practice Note 9 of the MMLR, a summary of our CG practices during FY21 with reference to the three Principles is laid down below:

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

#### CG Structure

Our Board is responsible for overseeing the management and business affairs of our Group and for making major policy decisions. It is supported by four Board Committees namely, the ARC, NCGC, RC and SBTC within the scope of responsibilities set out in their respective Charters. Our Board has delegated the day-to-day management of the business to our GCEO within the approved LOA, which is a document that outlines the decision-making authority of our Management.

The Board Charter which was recently reviewed in March 2021 sets out, inter alia:

- (i) Roles and principal responsibilities of our Board
- (ii) Role descriptions of Board Chairman, individual Directors including independent Directors and GCEO
- (iii) Division of responsibilities between Board Chairman and GCEO to ensure a balance of power and authority that is fundamental to governance
- (iv) Board reserved matters

Board powers are governed by our Company's Constitution which has, among others, laid down our Board's decision-making authority and the rights of our shareholders to attend and vote at general meetings.

Directors have access to Management and where necessary and appropriate, to independent advisors for the purposes of obtaining such information and advice required to discharge their responsibilities. Each of our Board and Board Committee Charter has expressly stipulated the right of access to Management and independent advice.

As permitted under the Act, our Directors are insured against liabilities incurred in the course of discharging their duties and in line with market practice, individual Directors contribute the premium payable in respect of the Directors' and Officers' Liability Insurance taken by our Group.

#### Our Board Composition and Balance

Our Board has diverse social and professional backgrounds with experience in international and regional business, change management, public sector, accounting and finance, data and customer insights, legal, economics and media.

As at 31 January 2021, our Board comprised seven Directors including a non-executive Chairman. 43% are independent NEDs ("INEDs") and 29% are women directors. Nik Rizal Kamil bin Nik Ibrahim Kamil ("NRK") resigned as our non-INED ("NINED") on 13 January 2021. Kenneth Shen who is a nominee director of Khazanah (through Pantai Cahaya Bulan Ventures Sdn Bhd) was appointed as NINED on 16 April 2021. Following the said appointment, our Board comprises eight Directors, of whom 38% are INEDs and 25% are women. Our Directors' profiles are found on pages 102 to 105.

#### Board Diversity Policy

Our Board places a high emphasis on inclusivity and acknowledges that a mix of individuals from different backgrounds (social and professional), skills, experience and competencies will enable greater diversity of thought and behaviours.

Appointments to our Board are guided by the factors laid down in the Board Selection Criteria to assess the suitability of candidates, thus ensuring that each of our Directors has the experience, competence, character, integrity and time to effectively discharge his/her role.

Our Board aspires to achieve at least 30% women representation. Nevertheless, the overriding considerations are based on merit and contribution to the overall working of our Board taking into consideration our Group's future strategic direction.

## Corporate Governance Overview

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

#### Policy on Tenure of Independent Directors

The tenure of our INEDs is restricted to a cumulative term of nine years to preserve independence of judgement subject to seeking shareholders' approval provided there are strong justifications. Upon completion of nine years, an INED may continue to serve on our Board subject to re-designation as a NINED unless shareholders' approval is obtained. An extension beyond nine years INED would be subjected to a rigorous review to determine if he/she remains independent of Management and free from any business or other relationship which could interfere with the exercise of independent judgement or the ability to act in the best interests of our Group. Shareholders' approval will be sought only if justified.

An assessment of our INEDs' performance is carried out annually. Tun Dato' Seri Zaki bin Tun Azmi ("TZA"), our independent non-executive Chairman, will be completing nine years of service in August 2021. Our Board (save for TZA) based on our NCGC's recommendation have concluded that notwithstanding his 9-year tenure, TZA continues to be independent within the definition and spirit of the MMLR. Our Board's view was corroborated by the FY21 Electronic-Board Effectiveness Evaluation ("FY21 E-BEE") which was carried out by an independent consultant, KPMG Management & Risk Consulting Sdn Bhd ("KPMG MRC") in January 2021. The evaluation indicated that, among others, our Chairman displayed objectivity or detached impartiality, was active in fomenting discourse besides engaging in active questioning and has the ability to act with conviction based

on principles while fostering a fair boardroom process. On this basis, our Board (save for TZA) has recommended for the retention of TZA as an INED at our Ninth Annual General Meeting ("AGM") to be held in June 2021.

#### Re-election and Re-appointment of Directors

The requirements for the re-election of Directors are laid down in our Company's Constitution, which requires an election of Directors to take place each year at the AGM where one-third or if the number is not three or a multiple of three, then the number nearest to one-third shall retire from office and be eligible for re-election. All Directors shall retire at least once in every three years.

A Director who has expressed his intention to be re-elected will be assessed by our NRCGC and Board to determine if he has performed and discharged his responsibilities as well as the justifications for his re-election.

TZA and Lim Ghee Keong ("LGK") who are the longest in office since their last re-election shall retire by rotation pursuant to Rule 126 of our Company's Constitution. Based on the FY21 E-BEE, our Board (save for the retiring Directors) based on our NCGC's recommendation is satisfied that they have contributed positively to the overall effectiveness of our Board and is therefore seeking the approval of our shareholders for their re-election as Directors of our Company at our Ninth AGM.

#### Board Meetings

Our Board shall meet at least four times per financial year in accordance with the Board Charter. The annual Board meeting calendar is planned ahead and dates are fixed prior to the commencement of each new financial year.

Our Directors are fully aware of their duties and responsibilities, time commitment and entitlements which are embedded in their letters of appointment. Each Director is required to devote sufficient time and effort to our Group's affairs, including where necessary limiting his directorship in other companies. The acceptance of external board appointments requires a notification to be given to our Board and if there are potential conflicts of interest, prior consultation with our Board Chairman is required. Changes in directorships in PLCs incorporated in Malaysia are tabled at quarterly Board meetings.

The maximum number of directorship held by our Directors in PLCs incorporated in Malaysia is three, including Astro. Our Board is satisfied that the present directorships in external organisations held by our Directors do not give rise to any conflicts of interest nor impair their ability to discharge their responsibilities to Astro.

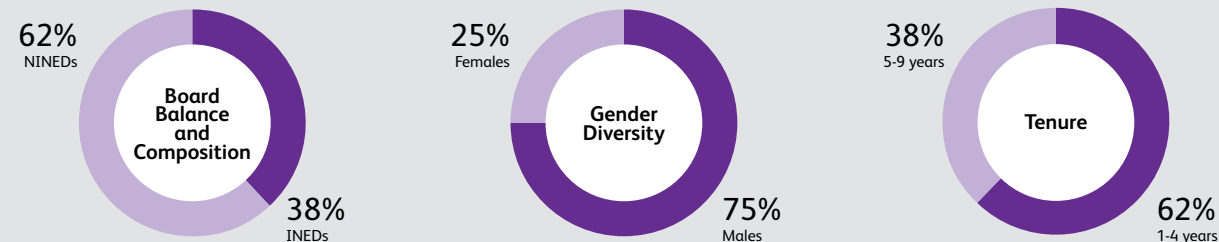
A total of eight Board meetings and 23 Board Committee meetings was held in FY21, the majority of which was held virtually in light of the COVID-19 pandemic. In addition, there were regular engagements between our Directors, EXCO and SLT as well as pre-Board and pre-Board Committee meetings. The near-perfect meeting attendance at our Board and Board Committees meetings during FY21 demonstrated high levels of accountability, commitment and proactivity by our Directors.

Name of Directors	Total Number of Meetings held in FY21											
	AGM	%	Board	%	ARC	%	NCGC	%	RC	%	SBTC	%
Tun Dato' Seri Zaki bin Tun Azmi	1/1	100	8/8	100	-	-	3/3	100	-	-	-	-
Datuk Yvonne Chia	1/1	100	8/8	100	4/4	100	3/3	100	6/6	100	10/10	100
Renzo Christopher Viegas	1/1	100	8/8	100	4/4	100	-	-	6/6	100	10/10	100
Lim Ghee Keong	1/1	100	8/8	100	4/4	100	-	-	6/6	100	10/10	100
Simon Cathcart	1/1	100	7/8	87.5	-	-	-	-	-	-	10/10	100
Tunku Alizakri bin Raja Muhammad Alias	1/1	100	7/8	87.5	-	-	-	-	-	-	-	-
Mazita binti Mokty	1/1	100	8/8	100	-	-	-	-	-	-	-	-
Nik Rizal Kamil bin Nik Ibrahim Kamil <sup>(1)</sup>	1/1	100	8/8	100	-	-	3/3	100	-	-	8/9	88.9
Nurhisham bin Hussein (alternate director)	-	-	1/1	-	-	-	-	-	-	-	-	-

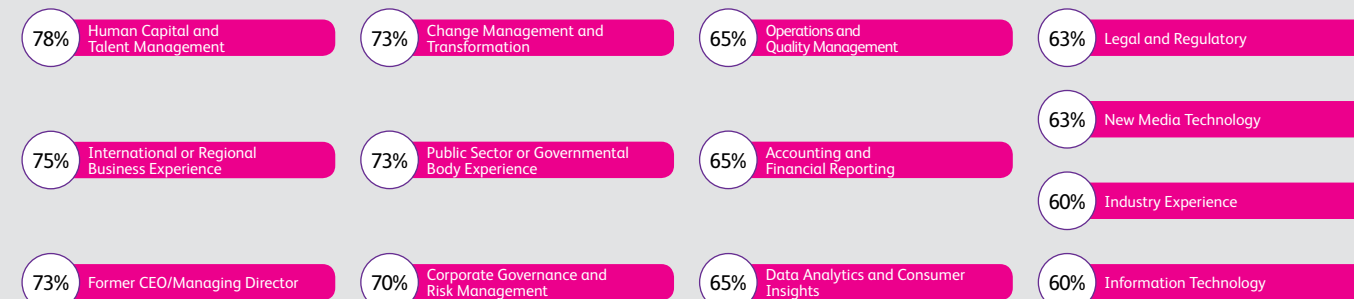
<sup>(1)</sup> Resigned as Director and member of NCGC and SBTC on 13 January 2021

Prior to each Board meeting, a comprehensive set of materials will be prepared and circulated electronically and instantaneously via a secure device to every Director guided by the 5-business days rule. Our Company Secretary issues the Notice of Board meeting setting out agenda items which has been discussed with our Board Chairman and EXCO prior to issuance.

#### Analysis of Board Composition as at 26 April 2021



#### Board Skills And Experience



## Corporate Governance Overview

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

#### Annual Board Effectiveness Evaluation for FY21

Our Board, through the NRCGC, undertakes an annual assessment to review its own performance and once in every three years or when it is deemed appropriate, such evaluation will be carried out by a suitably qualified external party. In line with Practice 5.1 of the MCGG, our Board engaged KPMG MRC to facilitate an independent, objective and candid evaluation for FY21. A brief summary of the methodology, scope and findings is explained below:

#### Methodology

The primary mode of gathering insight was facilitated through the use of electronic questionnaires which were deployed via a web-based application with results generated in the form of analytics. In addition, interview sessions were conducted with our Directors as well as EXCO to corroborate the responses received. The analyses were premised on both qualitative and quantitative aspects.

#### Scope

The evaluation covered an assessment of our Board, Board Committees and individual Directors, including INEDs and GCEO in an objective and rigorous manner. The performance of the Chairman of our Board and Board Committees was also assessed. Questions were categorised into nine assessment topics, which included developing the Board Skills Matrix to gain an understanding of the skills and competencies required to meet the needs of Astro as a media organisation taking into consideration the evolution of the media landscape over the longer term.

Our Board as a whole was assessed from the aspects of the board mix and composition, quality of information and decision-making, effectiveness in discharging key responsibilities and the role of our Board Chairman. Individual Directors undertook a self and peer assessment in respect of their contributions and performance, calibre and personality; and INEDs were assessed to ascertain their independence in thought and mind based on a qualitative assessment. The FY21 E-BEE also included a review of the overall Board meeting process including meeting agenda and materials.

#### Overview of Evaluation Findings

The overall performance of our Board, Board Committees and individual Directors was satisfactory and did not indicate any material weaknesses.

The efficacy of our Board and SBTC Chairman, boardroom collegiality, and boardroom commitment and proactivity were highlighted as areas of strength. The results of the FY21 E-BEE indicated that there are mutual respect and collaboration among our Directors, who have demonstrated virtuous commitment and high levels of accountability, were steadfast in devoting time and crucial support to SLT and where necessary, engaged external consultants to seek independent validation and supplementary views on technical matters presented by SLT. A notable mention was our Senior INED, Datuk Yvonne Chia ("DYC") who took the initiative to mentor and provided direction, guidance and feedback to our EXCO and SLT.

Certain areas of improvements were noted from the aspects of boardroom configuration and composition, strategy setting, working relationship with Management and information flow. Based on the findings, our Board noted that there is headroom for improvement in terms of reinforcing industry expertise as a key facet of our Board skill set, increasing the critical mass of INEDs to reach at least 50% and developing clear and orderly succession plans for our Board. Pursuing an even deeper involvement in strategy formulation by partnering SLT in the co-creation of strategy was also highlighted as a recommendation. In line with CG best practices, DYC was appointed to chair the reconstituted NRCGC that has assumed the responsibilities of NCGC and RC.

The findings and recommendations arising from the FY21 E-BEE were debated and agreed with the relevant stakeholders, and the action plans checklist will be periodically monitored by our NRCGC going forward.

#### Directors' Induction and Continuing Education Programme

In order to effectively discharge their responsibilities, our Directors are required to possess a strong knowledge of the underlying media industry and future trends. Our Directors attended various seminars and workshops to keep them abreast of industry developments in FY21, including several sessions which were organised internally in conjunction with our quarterly Board meetings. Our Directors were regularly notified of external training programmes by our Corporate Secretarial team with a reasonable budget being allocated for this purpose.

Our Directors were also briefed on the current market outlook, competitive landscape, consumer trends, technological developments, CG developments and changes in the accounting standards by our EXCO, external auditors and occasionally, guest speakers. All our Directors have completed the Mandatory Accreditation Programme as prescribed by Bursa Malaysia. An internal induction programme will be conducted when new Directors are appointed to our Board, whereby they will be briefed on our Group strategies and updates on performance, technology, content as well as competitive landscape. The induction will include a tour of the All Asia Broadcast Centre to enable a better understanding of our Group's operations.

A list of seminars and trainings which our Directors attended in FY21 is summarised below:

#### In-house Training

Date	Training/Course	Attendance
Sept 2020	The Pay-TV Landscape Globally: Opportunities and Challenges	All Directors
Sept 2020	Coverage for Cyber and IT Related Crime	DYC, RCV, LGK

#### External Training

Webinar/Conference/Forum	Attendance	
<b>A. Corporate Governance, Risk Management and Internal Control</b>		
Apr 2020	Section 17A Malaysian Anti-Corruption Commission Act 2009	LGK
	Enterprise Risk Management and COVID-19 Resilient Enterprise	LGK
	Cyber Security – Data Privacy and Protection, and Cyber Security Assessment	LGK
Jul 2020	Section 17A Malaysian Anti-Corruption Commission Act 2009	LGK
Aug 2020	Webinar on Corporate Governance	LGK
Sept 2020	Board Effectiveness Focus Group Discussion with Directors	DYC
Nov 2020	Cyber Security & Fraud – Year in Review and the Road Ahead	DYC
<b>B. Economics, Finance and Business</b>		
Jan 2020	Global Market Outlook Forum 2020	DYC
Apr 2020	COVID-19 and Current Economic Reality: Implications for Financial Stability	DYC
Jul 2020	Digital Financial Institutions Series: Managing Virtual Banking and Insurance Businesses	DYC
Aug 2020	Moratorium 2.0: Who Wins & Who Loses?	DYC
	Navigating COVID-19 – Forging Resilience in the Banking Sector	DYC
Sept 2020	Annual Dialogue with the Governor of Bank Negara Malaysia	DYC
	Sustainable Finance Training	DYC
	MIA Member Induction Course	RCV
Oct 2020	Telco 2025: How Telcos can Regain Relevance and Growth	LGK
Nov 2020	Business Foresight Forum Virtual Conference 2020	TZA
<b>C. Media and Technology</b>		
Sept 2020	Innovation Progress in Digitalisation & Mechanisation	TAZ
	Digital Transformation Workshop	TAZ & NHH
Nov 2020	Gartner IT Symposium/Xpo	NHH

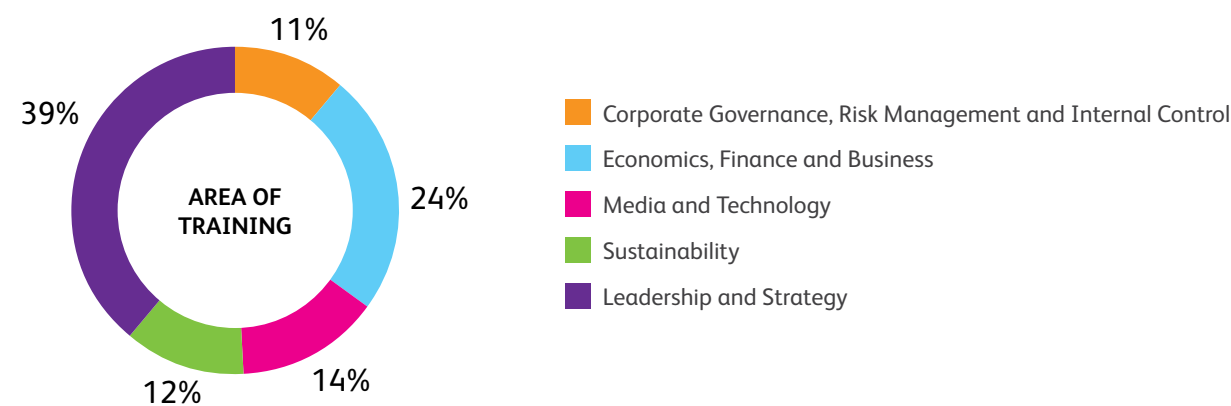
## Corporate Governance Overview

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

#### External Training

Webinar/Conference/Forum		Attendance
<b>D. Sustainability</b>		
May 2020	Outthink the Competition: Excelling in a Post COVID-19 World	DYC
Sept 2020	Climate Risk Management	DYC
Nov 2020	Climate Action: The Board's Leadership in Greening the Financial Sector	DYC
	Green Fintech: Ping An's Journey to Becoming a Top ESG-performing Financial Institution	DYC
	Business Foresight Forum 2020 – "Future Leadership Skills We Need Today"	DYC
Dec 2020	The COVID-19 Asian Mediation Forum 2020	TZA
<b>E. Leadership and Strategy</b>		
Feb 2020	Digitalisation – New Forms of Work	NHH
Mar 2020	Executive Coaching Programme	MM
May 2020	Aftermath, Charting the Way Forward	DYC
	Challenging Times: What Role Must the Board Play?	DYC
Sept 2020	Curating "In Demand" Board Profile for Your Board Journey	DYC
Oct 2020	Negotiation Strategies: Creating & Maximising Value	NRK
Dec 2020	Half the Sky by 30% Club, UN Women	DYC

The estimated total hours of training attended by our Directors in FY21 is 118 hours, segregated into the following key areas:



#### Remuneration Policy

##### Directors' Remuneration

The following are the key principles that underpin our Board's policy on NEDs' remuneration, which are robust and subject to periodic review and change where relevant to our business circumstances:

- Adequate to attract, motivate and retain world-class non-executive talent
- Consistent with recognised best practice standards
- Reflect the experience, time commitment, level of responsibilities and complexity shouldered, special assignments and risks
- Aligned with our Group's business strategy and long-term objectives

In determining our NEDs' remuneration, various factors are considered including changes in the business, market environment responsibilities, time commitment as well as directors' remuneration for local and regional companies which are operating in similar businesses and comparable in size and market share.

NEDs' remuneration adheres to a schedule of fixed rates in accordance with their responsibilities on our Board and Board Committees. Their remuneration includes a per-day meeting allowance and they are reimbursed for expenses reasonably incurred by them in the discharge of their duties.

Individual Directors do not participate in the discussions and decisions relating to their own remuneration. In line with CG best practices, our NEDs do not participate in our long-term share incentive schemes to ensure their independence of judgement.

Directors' remuneration is subject to shareholders' approval to be obtained annually in accordance with Section 230 of the Act. At the Eighth AGM held on 29 July 2020, the fees and benefits payable to our NEDs for the period commencing 30 July 2020 until the Ninth AGM was approved based on the remuneration rates set out in Column A of the table below up to a maximum amount of RM3.54 million. The utilisation as at 31 January 2021 (approximately six months) is RM1.49 million. Based on the current Board size and the estimated number of additional meetings until the Ninth AGM in June 2021, the total utilisation is expected to be RM2.76 million or approximately 78% of the approved amount. Total Directors' remuneration for FY21 was RM2.96 million (FY20: RM3.06 million).

Our Company is seeking approval for the payment of NEDs' fees and benefits for the period commencing 25 June 2021 until the next AGM to be held in 2022 in accordance with the remuneration rates set out in Column B of the table below, payable on a monthly basis and/or as and when incurred, subject to a maximum amount of RM3.54 million which has remained unchanged for the past three years.

Type of Fees/Benefits	Column A Existing Rates (RM)	Column B Proposed Rates (RM)
Board Chairman	520,000 per annum	520,000 per annum
Non-Executive Director	280,000 per annum	280,000 per annum
Audit and Risk Committee		
• Chairman	50,000 per annum	50,000 per annum
• Member	25,000 per annum	25,000 per annum
Remuneration Committee (ceased on 31 March 2021)		
• Chairman	40,000 per annum	-
• Member	20,000 per annum	-
Nomination and Corporate Governance Committee (ceased on 31 March 2021)		
• Chairman	40,000 per annum	-
• Member	20,000 per annum	-
Nomination, Remuneration and Corporate Governance Committee (established on 1 April 2021)		
• Chairman	-	40,000 per annum
• Member	-	20,000 per annum
Strategy and Business Transformation Committee		
• Chairman	40,000 per annum	40,000 per annum
• Member	20,000 per annum	20,000 per annum
Meeting Allowance	1,000 per day	1,000 per day
Benefits	Company car, petrol and driver for Board Chairman	Company car, petrol and driver for Board Chairman

Based on our RC's recommendation, our Board reviewed and determined that the proposed remuneration rates are competitive and within market benchmarks based on the responsibilities shouldered by our NEDs and the current operating landscape. The total cap of RM3.54 million has taken into consideration the need to appoint additional director(s) to further reinforce the Board's strengths and the frequency of meetings. Our Directors who are shareholders of Astro will abstain from voting on the resolution relating to the payment of the Directors' fees and benefits at our Ninth AGM.



## Corporate Governance Overview

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

#### Analysis of Total Directors' Fees and Benefits in respect of FY21

	Fees (RM'000)											Meeting Allowance (RM'000)	Benefits in Kind <sup>(1)</sup> (RM'000)	Total (RM'000)
	Board		Board Committees											
	Chairman	Member	Audit and Risk Committee		Nomination and Corporate Governance Committee		Remuneration Committee		Strategy and Business Transformation Committee					
			Chairman	Member	Chairman	Member	Chairman	Member	Chairman	Member				
<b>NON-EXECUTIVE DIRECTORS</b>														
Tun Dato' Seri Zaki bin Tun Azmi	520	-	-	-	40	-	-	-	-	-	-	11	23	594
Datuk Yvonne Chia <sup>(2)</sup>	-	280	-	25	-	20	40	-	-	10	-	29	-	404
Renzo Christopher Viegas <sup>(2)</sup>	-	280	50	-	-	-	-	20	20	-	-	28	-	398
Lim Ghee Keong <sup>(2)</sup>	-	280	-	25	-	-	-	20	-	10	-	28	-	363
Simon Cathcart <sup>(2)</sup>	-	280	-	-	-	-	-	-	-	10	-	18	-	308
Tunku Alizakri bin Raja Muhammad Alias	-	280	-	-	-	-	-	-	-	-	-	8	-	288
Mazita binti Mokty	-	280	-	-	-	-	-	-	-	-	-	9	-	289
Nik Rizal Kamil bin Nik Ibrahim Kamil <sup>(3)</sup>	-	267	-	-	-	19	-	-	-	9	-	19	-	314
	<b>520</b>	<b>1,947</b>	<b>50</b>	<b>50</b>	<b>40</b>	<b>39</b>	<b>40</b>	<b>40</b>	<b>20</b>	<b>39</b>		<b>150</b>	<b>23</b>	<b>2,958</b>

<sup>(1)</sup> Inclusive of company car, petrol and driver

<sup>(2)</sup> SBTC fees were prorated for the period from 1 August 2020 up to 31 January 2021

<sup>(3)</sup> Resigned as Director and member of our NCGC and SBTC on 13 January 2021. Fees were prorated up to 13 January 2021

The aggregate Directors' fees and benefits paid by our Company in respect of FY21 amounted to approximately RM2.96 million (FY20: RM3.06 million). The decrease in fees paid amounting to approximately RM100,000 was primarily due to movement in our Board composition which was partially offset by the payment of fees to our SBTC as approved at our Eighth AGM held on 29 July 2020.

#### Astro's Remuneration Philosophy and Rewards Strategy

Astro's Remuneration Philosophy and Rewards Strategy is based on a 'Total Compensation' Framework that includes both fixed and variable pay elements along with a comprehensive range of non-monetary benefits. This approach allows us to both attract and retain talent to help drive our Group forward.

Our Group's policy in the selection, appointment and remuneration of EXCO and SLT take into account various factors such as skill sets, education level and breadth of experience that contribute towards the discharge of their respective duties as well as accountability and job complexity. These criteria are not exhaustive and may include other important criteria such as market rates and collaborative skills.

Salary structures are appropriately benchmarked and periodically re-assessed. Employees' remuneration is governed by a job grade structure which has a pre-determined salary range for different levels based on competitive and market benchmarks. The total remuneration packages for our EXCO and SLT are made up of fixed and variable components. Selected employees and key talents may be offered share incentives under the AMH Long Term Incentive Plan ("LTIP") which replaces the Management Share Scheme 2012 expiring in September 2022. Shareholders' approval for the establishment of the LTIP was obtained at our Eighth AGM in July 2020. The total compensation package for senior-level positions are generally more skewed towards non-cash incentives compared to the rest of our employees.

## Corporate Governance Overview

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

#### GCEO's Remuneration

Our GCEO's remuneration is subject to review by our NRCGC and approval by our Board. Our GCEO is remunerated in accordance with a fixed-term Employment Agreement dated 1 February 2019 for a period of three years with an option to extend for a further two years. The agreement can be terminated with six months' prior written notice by both parties or otherwise in accordance with the terms of the agreement. Our GCEO's remuneration package has taken into consideration the market rates, industry standards and individual strengths and comprises the components set out below:

- (i) Fixed basic salary over the 3-year contractual period
- (ii) Discretionary short-term incentives in the form of cash performance bonus subject to meeting the agreed performance targets
- (iii) Long-term share incentives
- (iv) EPF and other benefits such as a fixed car allowance, driver and medical coverage

As the top executive in our organisation, our GCEO's remuneration is linked to Astro's performance through short and long-term incentives. His performance is measured based on the agreed KPIs established by our Board in the annual Company Scorecard and the performance targets over three years for the LTIP. Any bonus and shares granted to our GCEO may be subject to clawback in specific circumstances which include a material breach of the Employment Agreement.

Any shares to be granted to our GCEO is subject to shareholders' approval as required under Paragraph 6.06 of the MMLR. At our Eighth AGM on 29 July 2020, shareholders' approval was obtained for the offer and allotment of shares under the LTIP to our GCEO.

During FY21, an offer of shares was made to our eligible employees including our GCEO, the vesting of which is subject to the achievement of Group and individual performance targets set by our Board over a period of three years from FY21 to FY23.

A second offer of shares under the LTIP was made to our GCEO in April 2021, the vesting of which is also subject to the achievement of Group and individual performance targets over a three-year period from FY22 to FY24. The details of our GCEO's shareholding interests in our Company are reported on page 286.

#### Code of Business Ethics, Conflict of Interests, Anti-Corruption Framework and Whistleblowing Policy and Procedures

Our COBE, WPP, and Anti-Bribery and Corruption Policy can be downloaded from our corporate website <https://corporate.astro.com.my/our-company/corporate-governance>.

- Astro's COBE outlines the principles and best practices to be applied by our employees when conducting business. Fairness and impartiality as well as compliance with laws and regulations must be upheld in our business conduct and relationships. Our COBE was enhanced during the year with emphasis on the prevention of bribery and corruption by our employees and third-party vendors.

Our Directors have individually acknowledged and confirmed that they have and will abide by our COBE. As part of the annual compliance and ethics awareness, our employees are required to complete and attain a minimum passing rate in a compulsory online assessment that includes the COBE, AACF and other key policies on related party transactions ("RPTs") and gifts & hospitality.

- The Code of Conduct and Ethics for Directors applies to our Group's Directors to provide guidance in the performance and exercise of their responsibilities. Our Directors are required to abstain from deliberating and voting on any matter in which they may be deemed interested, directly or indirectly, including any contract or proposed contract or arrangement involving a Group entity. Interested Directors will be requested to recuse themselves from any discussion and voting to ensure that other non-interested Directors can deliberate freely and decide on such matters in their absence, thus ensuring that decisions are made objectively in the best interest of our Group.

- As part of the monitoring of conflicts and RPTs, the directorships and shareholdings in companies outside Astro held by our Directors and any changes thereto, are tracked and tabled at our quarterly Board meetings. Details of our Directors' shareholding interests in our Company are reported on page 286.

Reminders are issued by our Corporate Secretarial team on a quarterly basis in respect of our Directors and principal officers' obligations for dealings in Astro shares during open and closed periods. Directors and principal officers are prohibited from dealing in Astro shares if they are in possession of price sensitive information. Insider trading is prohibited under our COBE. Notifications in respect of dealings in Astro shares during the open periods were announced to Bursa Malaysia immediately upon receipt of such information by our Corporate Secretarial team. During FY21, none of our Directors and principal officers dealt in Astro shares during the closed periods.

- Based on a review by the Anti-Bribery taskforce, revisions were made to the WPP during the year to incorporate additional measures for the prevention of bribery and corruption including extending the Whistleblowing Line to third parties.

Refer to the ARC Report on pages 136 to 141.

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Astro has a combined committee with audit and risk functions. Our Board is assisted by our ARC in relation to oversight of the financial reporting and audit process to ensure that the financial statements give a true and fair view of our Company and Group's financial position and comply with applicable financial reporting standards. In accordance with the ARC Charter, our ARC is also responsible for reviewing the enterprise risk management framework and risk management strategies for the purposes of managing our Group's

overall risk exposures. Further details of our ARC's activities are set out in the ARC Report.

The performance of our ARC in FY21 was evaluated as part of the FY21 E-BEE by KPMG MRC which indicated that our ARC has satisfactorily performed its role and responsibilities as stipulated under the ARC Charter.

### PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Our Board is committed to adequate and timely disclosure of information whether financial, organisational, governance or transactions related, to enable stakeholders to assess our Group's performance. The Spokesperson and Social Media Guide regulate interaction with our stakeholders, including setting out a list of information that is prohibited from disclosure such as price and market-sensitive information. The public can access the latest information regarding our Group on our corporate website, including public announcements, financial results, analyst presentations, charters and integrated annual reports. As part of our Investor Relations Policy, there are regular engagements between our EXCO, SLT and Investor Relations team with research analysts, fund managers and the wider investment community, both local and international. Further details are in the Investor Relations section on pages 36 to 37.

#### Annual General Meeting

The AGM is the annual forum for shareholders' engagement and communication. Notice of our Eighth AGM in 2020 was issued 28 days before the AGM to ensure sufficient time for our shareholders to plan for their attendance and if required, lodge their proxy form.

Our Eighth AGM which was held virtually on 29 July 2020 afforded an opportunity to our shareholders, particularly individuals not residing in the Klang Valley, to participate and vote at our AGM, including submitting questions directly to our Board, EXCO and SLT both prior to and during the AGM. The participation was encouraging with an estimated 669 shareholders and proxies who participated and voted, which was higher than the previous AGM held physically in 2019. All our Board members, EXCO and SLT attended the said AGM and responded to questions on our Group's performance, financial results and corporate governance raised by shareholders and the Minority

Shareholders' Watchdog Group. An overview of our Group's results and key achievements was presented by our GCEO during the said AGM. Voting at our Eighth AGM was carried out by way of e-polling and the poll results were independently verified. The minutes of our past AGMs have been published on our corporate website since 2017.

#### Designated Contact Persons

Queries and concerns may be directed to our Board through the following individuals, primarily via the email addresses provided below in view of our work from home policy during the COVID-19 subsistence:

#### Datuk Yvonne Chia (Senior INED)

c/o Corporate Secretarial Division  
All Asia Broadcast Centre  
Technology Park Malaysia  
Lebuhraya Puchong-Sungai Besi, Bukit Jalil  
57000 Kuala Lumpur  
Tel: +60(3) 9543 9267  
Email: [yvonne\\_chia@astro.com.my](mailto:yvonne_chia@astro.com.my)

#### Shafiq Abdul Jabbar (GCFO)

Tel: +60(3) 9543 6688 Ext 2729  
Email: [shafiq\\_aj@astro.com.my](mailto:shafiq_aj@astro.com.my)

#### Liew Wei Yee Sharon (Company Secretary)

Tel: +60(3) 9543 6688 Ext 3404  
Email: [sharon\\_liew@astro.com.my](mailto:sharon_liew@astro.com.my)

## Remuneration Committee Report

Our RC assists our Board in ensuring that the remuneration framework and policies are in line with Astro's objectives, strategies and values. Guided by the RC Charter, our RC is responsible for, inter alia:

- (i) reviewing NEDs' remuneration for the purposes of seeking shareholders' approval in accordance with Section 230 of the Act as well as the remuneration for our GCEO and key senior management
- (ii) evaluating our Group's performance based on the annual Company Scorecard, including bonus and increment proposals
- (iii) recommending KPIs for the annual Company Scorecard
- (iv) implementing and administering the LTIP

During FY21, our RC continued to play a key role in assisting our Board to fulfil its oversight responsibilities outlined above. In discharging its responsibilities, our RC is guided by the RC Charter which was last reviewed and approved by our Board in July 2020 and can be downloaded from <https://corporate.astro.com.my/our-company/corporate-governance>.

### Composition

Established by our Board on 1 April 2011, the composition of our RC complies with Practice 6.2 of the MCGG that a remuneration committee shall only comprise NEDs, a majority of whom shall be independent:

Name of RC Member	Appointment Date	Directorship
Datuk Yvonne Chia (Chairman)	1 August 2016	Senior INED
Renzo Christopher Viegas (Member)	1 September 2019	INED
Lim Ghee Keong (Member)	6 December 2017	NINED

There were no changes to our RC composition during FY21.

### Meeting Attendance

In FY21, six RC meetings were held and each meeting met the requisite quorum stipulated in the RC Charter of two members being present, of which the majority were INEDs. Details of attendance at our RC meetings are on page 121. The Company Secretary acts as the Secretary to our RC.

Our EXCO, Director, People & Workplace and where required, external advisers were invited to attend our RC meetings to facilitate deliberations as well as provide clarifications on the proposals tabled. RC members held discussions with Director, People & Workplace without the presence of our EXCO on matters relating to their respective remuneration. An update of the key deliberations and recommendations were reported to our Board by RC Chairman at quarterly Board meetings.

### Summary of Key Activities

Our RC's key activities throughout FY21 are summarised below:

#### Directors' Remuneration

NEDs' remuneration rates are reviewed annually by our RC to ensure that it is competitive, benchmarked and commensurate with the level of responsibilities undertaken. Our RC assessed and determined that the existing remuneration rates were competitive and reasonable given the responsibilities shouldered by our Directors and are within market benchmarks. On this basis, shareholders' approval was sought and obtained at our Eighth AGM in July 2020 for NEDs' remuneration of up to RM3.54 million based on the same rates as the previous years in 2018 and 2019. These rates were independently reviewed and benchmarked by Willis Towers Watson, an independent consultant.

Our RC had reviewed NEDs' remuneration rates for the purpose of seeking shareholders' approval at the forthcoming Ninth AGM. The recommendations of our RC are set out on page 125 of the CG Overview of IAR2021.

#### GCEO and Key Senior Management's Performance and Remuneration

Our RC conducts an evaluation of our GCEO's performance based on the approved Company Scorecard annually and reviews his remuneration to ensure that it is competitive, performance-based and reflective of his contributions to Astro's growth and profitability. Based on our RC's recommendation, our GCEO and GCFO's remuneration in respect of their performance in FY20 were approved by our Board in March 2020.

With the formation of our EXCO comprising our GCEO, GCOO and GCFO in FY21, our RC reviewed their total remuneration packages to ensure alignment and drive long-term performance. Our RC also reviewed the remuneration of our key senior management as recommended by our GCEO with the objective of ensuring a fair distribution that is linked to Astro's performance.

#### Bonus and Merit Increment

The bonus and increment proposal for Astro employees was reviewed by our RC and approved by our Board based on Astro's performance against the KPIs and targets set out in the approved FY20 Company Scorecard. In this respect, our RC took into consideration the movements in the consumer price index, the average payout by comparable companies and the impact of the COVID-19 pandemic on some of our employees in the lower income brackets.

#### Long Term Incentive Plan

The establishment of the LTIP was approved by our shareholders at our Eighth AGM in July 2020. Our RC has been designated as the scheme committee for the implementation and administration of the LTIP in accordance with the powers under the By-laws governing the LTIP.

The LTIP replaces the Management Share Scheme 2012 which expires in 2022. The LTIP is an integral part of our continuous efforts to reward, incentivise and retain talents, align their interests with our Group's strategic goals to drive longer term shareholder value enhancement; and attract prospective skilled and experienced talent by making the total compensation package more attractive.

The first offer of shares under the LTIP in the form of performance share awards and restricted share awards in respect of 19,081,900 Astro shares was made to 84 eligible employees comprising our EXCO, SLT and key talents in December 2020. Vesting of the shares will take place after a 3-year performance period subject to meeting the vesting conditions determined by our RC and Board comprising market and operational targets from FY21 to FY23. An independent consultant was engaged by our RC to review the performance metrics for the LTIP with the objectives of balancing market-driven metrics, i.e. total shareholders' return and operational metrics to drive long-term performance and sustainability. Performance targets for the LTIP were also deliberated in consultation with our SBTC to ensure alignment with our Group's strategies.

#### Company Scorecard

The Company Scorecard is a tool for annual performance measurement. Our RC engaged with and guided our EXCO in setting KPIs and measurable targets for business value creation. Based on our RC's recommendation, the FY21 Company Scorecard was approved by our Board comprising both financial and non-financial KPIs with appropriate and balanced weightages in respect of the following:

- (a) Financials, including revenue, profit and FCF
- (b) Engagement and sustainability, including net promoter score and key growth drivers
- (c) People, including the employee engagement index

The Company Scorecard is reviewed by our RC in consultation with our SBTC to align company objectives and our Group's strategic plans, achieve transformational performance and objectively reward appropriate resource deployment for our Group's sustainability. As the COVID-19 pandemic continued to spread and the movement control orders posed various challenges to the media industry, the FY21 targets were adjusted to keep up the growth momentum based on realistic targets through discussions with our SBTC and EXCO.

## Nomination and Corporate Governance Committee Report

Our NCGC assists our Board in reviewing the board balance and corporate governance framework. Guided by the NCGC Charter, our NCGC is responsible for, inter alia:

- (i) reviewing the size, composition and effectiveness of our Board and Board Committees
- (ii) reviewing the appointment of our GCEO and key senior management to ensure that they have the character, experience, integrity, competence and time to effectively discharge their roles
- (iii) reviewing the organisational structure and succession plans
- (iv) monitoring adherence to CG practices and ensuring appropriate levels of disclosure and transparency

During FY21, our NCGC continued to play a key role in assisting our Board to fulfil its oversight responsibilities outlined above. In discharging its responsibilities, our NCGC is guided by the NCGC Charter which was last reviewed and approved by our Board in March 2020 and can be downloaded from <https://corporate.astro.com.my/our-company/corporate-governance>.

### Composition

Established by our Board on 1 April 2011, the composition of our NCGC complies with Paragraph 15.08A of the MMLR that a nominating committee shall comprise exclusively of NEDs, a majority of whom shall be independent:

Name of NCGC Member	Appointment Date	Directorship
Tun Dato' Seri Zaki bin Tun Azmi (Chairman)	15 August 2012	INED
Datuk Yvonne Chia (Member)	24 April 2015	Senior INED

Our NCGC is chaired by our Board Chairman who is an INED, thereby meeting Practice 4.7 of the MCGG that the nominating committee is chaired by an independent director or the senior independent director. On 13 January 2021, NRK resigned as a Director of our Company and by virtue of Rule 117.1 of our Constitution, his position as a member of our NCGC ceased on the same date.

### Meeting Attendance

In FY21, three meetings were held and each meeting met the requisite quorum stipulated in the NCGC Charter of two members present, of which the majority were INEDs. Details of attendance at our NCGC meetings are on page 121. The Company Secretary acts as the Secretary to our NCGC.

Our EXCO and Director, People & Workplace were invited to our NCGC meetings to facilitate deliberations as well as provide clarification on the proposals tabled. An update of the key deliberations and recommendations were reported to our Board by NCGC Chairman at quarterly Board meetings.

### Summary of Key Activities

Our NCGC's key activities throughout FY21 are summarised below:

#### Board Size and Composition

The annual review of our Board's size and composition has been completed. As at 31 January 2021, our Board comprised 43% INEDs and 28% are women directors. Our NCGC has taken note of Practice 4.1 of the MCGG that a large company shall have a majority of INEDs and 30% women directors. Following the appointment of Kenneth Shen on 16 April 2021, our Board comprises 38% INEDs and 25% women directors. In this respect, the search for suitable candidates are ongoing which will be guided by our Board Selection Criteria and Board Skills Matrix. Any appointment to our Board shall be made on merit with our Group's best interests as the primary consideration.

The tenure of our INEDs was less than nine years as at 31 January 2021. Our Board Chairman, TZA will attain a cumulative period of nine years as INED in August 2021 and an assessment on his independence has been performed. Our NCGC's recommendations are set out on page 120 of the CG Overview of IAR2021.

#### Board Effectiveness Evaluation

The BEE in respect of FY20 was undertaken in February 2020 by our Corporate Secretarial team through an online questionnaire based on the following parameters:

##### Board as a whole and Board Committees

- Board composition, roles and functions
- Information management
- Discharging Board's key responsibilities

##### Board Committees' Evaluation

- Composition and governance
- Duties and responsibilities

##### Directors' Self and Peer Assessment

- Contribution
- Knowledge and abilities
- Teaming
- Integrity
- Personal commitment

##### Independent Directors' Assessment

- Ability to exercise independent judgement
- Ability to demonstrate the values and principles associated with independence such as impartiality, objectivity and consideration of all stakeholders' interests

The evaluation was carried out on a 360° basis with feedback elicited from our Directors and selected SLT. The overall performance of our Board, Board Committees and Directors, including INEDs for FY20 was satisfactory. Arising from the findings, our Board placed a higher emphasis throughout the duration of FY21 on the aspects of strategy execution, SLT succession and oversight of technology, cyber security risks and data analytics.

Post FY21, our NCGC appointed KPMG MRC to undertake the FY21 E-BEE. Analysis of the FY21 E-BEE is set out on page 122 of the CG Overview of IAR2021.

## Nomination and Corporate Governance Committee Report

### Appointment and Re-election of Directors

There were no changes to our Board in FY21, apart from the resignation of NRK in January 2021. Post FY21, Kenneth Shen was appointed as NINED on 16 April 2021 after an assessment by our newly established NRCGC and approval of our Board.

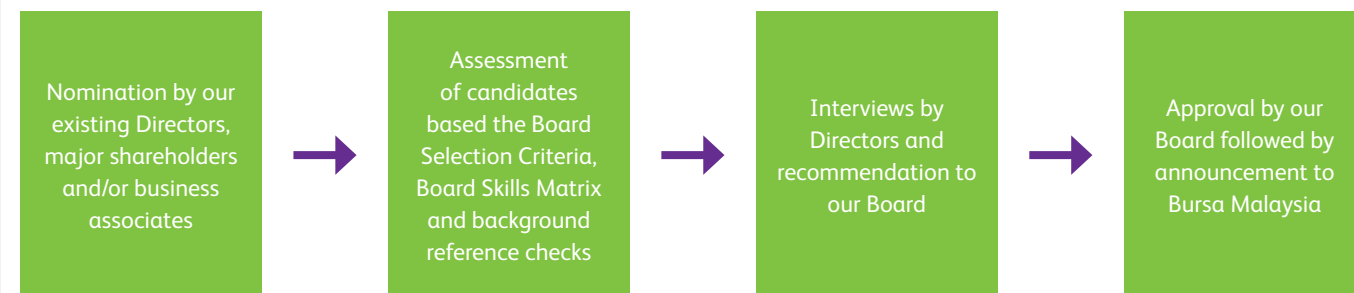
During FY21, our NCGC reviewed and recommended the re-election of DYC, Renzo Christopher Viegas and NRK who retired in accordance with Rule 126 of our Company's Constitution as Directors at our Eighth AGM held in July 2020 based on their performance and contributions.

In assessing potential candidates for appointment to our Board, our NCGC is guided by the established Board Selection Criteria described below, which is designed to ensure that each of our Directors has the character, experience, integrity, competence and time to effectively discharge his/her role:

- Proven leadership and experience in areas that are relevant to our Group's strategies and business plan
- Character of the individual to ensure a right fit
- Ability to dedicate sufficient time to discharge responsibilities
- Unblemished reputation for integrity and ability to exercise good business judgement

In addition, the Board Skills Matrix provides structured guidance on the identification of knowledge, skills and competencies required to meet the needs of our Group taking into consideration its strategic objectives. The mix of background (social and professional), skills, experience and gender are set out in our Board Diversity Policy. Candidates are typically identified based on recommendations by our existing Directors, GCEO and/or major shareholders. Other sources include our external audit firm given their familiarity with our business lines and global network of resources and if required, external recruitment agencies.

The following chart depicts the process for our Board appointments:



The proposals for the re-election of TZA and LGK who are retiring at our Ninth AGM were reviewed in conjunction with the FY21 E-BEE. Our NCGC's recommendations are set out on page 120 of the CG Overview of IAR2021.

### Organisational Structure, Key Senior Management Appointments and Succession Planning

The organisational structure was a key focus throughout FY21 as our Group continued to build and strengthen our SLT during this critical business transformation journey amid a challenging operating landscape. As reported previously, our new GCOO/CEO, TV and several other key senior leaders were recruited last year and brought with them critical knowledge and new skill sets to steer our Group towards a successful transformation.

Changes to our organisation, particularly in the Pay-TV segment were implemented with the objective of ensuring that our Group has the right resources and capabilities that are necessary to achieve our transformation goals. Our NCGC reviewed the appointment of several key positions, namely our General Counsel, Chief Technology Officer and CEO, Radio.

Our NCGC also performed a review of management succession plans; and is satisfied with the adequacy of the talent pipeline and emergency cover plan for our EXCO, SLT and other critical positions.

### Compliance with MMLR and MCCG

The annual review of the status of compliance with the MMLR and adherence to the MCCG was completed. The review in respect of FY21 was expanded to include an assessment of the FTSE Russell's ESG ratings. Our NCGC noted that while there were several departures from the MCCG, it is satisfied with the alternative measures that have been implemented to ensure that the intended CG outcomes were met. The explanations for the departures are set out in the CG Report.

As part of the annual reporting cycle, our NCGC reviewed the CG Overview, CG Report and NCGC Report for the Integrated Annual Report 2020 prior to issuance last year.

## Audit and Risk Committee Report

Our ARC was established on 1 April 2011 to assist our Board in fulfilling its oversight responsibilities through a review of the financial reporting process, risk management, internal control systems and overall compliance with relevant applicable legal and regulatory requirements. In discharging its responsibilities, our ARC is guided by the ARC Charter which was last reviewed and approved by our Board in March 2020 and can be downloaded from <https://corporate.astro.com.my/our-company/corporate-governance>.

### Composition

Established by our Board on 1 April 2011, our then audit committee was redesignated as ARC on 6 December 2017 and comprises the following members:

Name of ARC Member	Appointment Date	Directorship
Renzo Christopher Viegas (Chairman)	1 December 2017	INED
Datuk Yvonne Chia (Member)	1 January 2014	Senior INED
Lim Ghee Keong (Member)	1 September 2019	NINED

The composition of our ARC complies with Paragraphs 15.09 and 15.10 of the MMLR in the following respects:

- Our ARC comprises three members, all of whom are NEDs and a majority of them are INEDs, including ARC Chairman
- At least one member of our ARC fulfills the qualification criteria as ARC Chairman is a member of the Malaysian Institute of Accountants and a Fellow Member of the Institute of Chartered Accountants of India

The composition of our ARC also complies with Practice 8.2 of the MCGG which states that a former key audit partner shall not be appointed as a member of our ARC until the expiry of a two-year cooling-off period as no former audit partner has been appointed to our ARC to date. However, our ARC composition has not met the step-up Practice 8.4 of the MCGG where the audit committee is to comprise solely of INEDs.

Notwithstanding the above, through our annual BEE, our Board has reviewed and considered the skills and experience of our ARC members, as shown by their profiles, to be sufficient and relevant to enable the proper discharge of responsibilities by our ARC. Our ARC composition has further complied with additional stipulations in the ARC Charter that (i) each member shall be financially literate and must be able to read, analyse, interpret and understand financial statements, including our Group's balance sheet, income statement, and cash flow statement to effectively discharge their functions; and (ii) ARC Chairman must not serve as our Board Chairman to ensure a separation of powers.

### Meeting Attendance

In FY21, four ARC meetings were held and attendance at all ARC meetings met the requisite quorum stipulated in the ARC Charter. All members were present at the said meetings.

Our EXCO was invited to all ARC meetings to facilitate deliberations as well as provide clarification on audit matters and our Group's

operations. The Vice President, Head of Corporate Assurance ("CA") attended all ARC meetings to table CA reports. Where required, the relevant Management representatives were invited to provide explanation to our ARC on specific control lapses and issues noted from audit reports as well as clarification on their areas of responsibility.

In addition to the above, representatives from the external auditor, PricewaterhouseCoopers ("PwC") also attended the meetings and presented their reports on external audit and review matters. An update of key matters discussed by our ARC is provided by our ARC Chairman to our Board at quarterly Board meetings. The Company Secretary acts as the Secretary to our ARC.

After each meeting, our ARC Chairman submits a report on deliberations, decisions and recommendations of our ARC to our Board for information and attention. Significant matters reserved for Board's approval are tabled at our Board meetings.

Our ARC Chairman further engages with SLT, particularly the GCFO, the Vice President, CA and PwC on an ongoing basis to keep abreast of matters and issues affecting our Group.

### Summary of Key Activities

Our ARC's key activities in relation to FY21 are summarised below:

### Financial Reporting

- Our ARC reviewed and recommended to our Board, the quarterly financial reports released within two months from the end of each quarter ended April 2020, July 2020, October 2020 and January 2021, and the related press releases/announcements including whether the said reports are in compliance with applicable approved Malaysian Financial Reporting Standards (MFRS), MMLR and other relevant regulatory requirements. Our ARC concluded that the reports presented a true and fair view of our Company and Group's financial performance.

- During its first quarterly meeting in March 2020, our ARC reviewed the draft financial statements of our Company and Group prior to submission to our Board for its consideration and approval upon our ARC being satisfied that the financial statements were in accordance with provisions of the Act and applicable approved MFRSs.
- Reviewed our Group's solvency and ability to continue as a going concern on a quarterly basis prior to approval of the audited financial statements.
- Received regular updates on the developments of new accounting standards and considered the impact of those standards on our Group's financial reporting process.
- As part of the review of the financial statements, the key audit matters considered and the actions taken by our ARC are as follows:

Key Audit Matters	Description	Actions Taken by our ARC	Outcome
Goodwill, intellectual properties, brands, spectrums and cost of investment in subsidiaries impairment assessment	a) Goodwill, intellectual properties, brands and spectrums	Our ARC reviewed the quarterly impairment assessment performed by Management as well as the work performed by PwC.	Our ARC is satisfied that the assumptions made by Management are reasonable and that the sensitivity analyses were appropriately performed to ensure the robustness of the annual impairment assessment.
	Our Group has intangible assets which included goodwill, intellectual properties, brands and spectrums balance of RM1,549 million as at 31 January 2021. Significant judgement is required in setting the assumptions underpinning the calculation of the value in use of the cash generating units. Management has performed an impairment assessment over the goodwill, intellectual properties, brands and spectrums balance, as well as sensitivity analyses to ensure that the value in use of the cash generating units supports the carrying value in the financial statements.	This included PwC's review of Management's cash flow projections, sensitivity analyses as well as Management's assumptions on compounded revenue growth rates, terminal growth rates and discount rates.	PwC explicitly reported on this matter in its audit opinion and concluded that there is no material exception to our Directors' conclusion that no impairment is required for goodwill, intellectual properties, brands, spectrums and cost of investments in subsidiaries as at 31 January 2021.
Subscription revenue recognition	b) Cost of investment in subsidiaries (Company financial statements)	As at 31 January 2021, the carrying value of investments in subsidiaries is RM7,209 million. Management has performed an assessment of certain investments in subsidiaries, which had impairment indicators.	
	Our Group recorded subscription revenue of RM3,247 million for FY21, representing a significant component of our Group's revenue.	Our ARC reviewed the tests performed by PwC relating to accuracy and recognition period of subscription revenue transactions. Our ARC also considered the results of work performed by the Process Improvement and Revenue Assurance Team in relation to revenue recognition.	Our ARC is satisfied that the subscription revenue of our Group has been accurately recognised.
	Management has established appropriate internal controls to recognise subscription revenue transactions accurately within the correct recognition period.	PwC explicitly reported on this matter in its audit opinion and concluded that there is no material exception in the accuracy and recognition period of subscription revenue for FY21.	

The above reviews were conducted together with our GCEO and GCFO as well as other Management of our Group.

## Audit and Risk Committee Report

### External Audit

- Reviewed and recommended the terms of PwC's engagement for our Board's approval.
- Reviewed the evaluation of PwC's performance and effectiveness which was coordinated by the Company Secretary. The annual assessment covered:
  - independence, objectivity and professional skepticism
  - firm's financial stability, risk profile and audit strategy
  - communication and interaction
  - audit finalisation
  - quality of skills, capabilities of audit team and sufficiency of resources

The assessment was conducted in April 2021 with feedback obtained from our ARC, SLT and a self-assessment by PwC. Based on the results of the evaluation, our ARC is satisfied with PwC's performance and that they had exhibited robust challenge and scepticism throughout FY21. Based on our ARC's recommendation, our Board approved the proposal to seek shareholders' approval for the re-appointment of PwC as our Group's external auditors for FY22 at our Ninth AGM.

- Continued to oversee the relationship with, and performance of PwC, including approval of their fee.
- Reviewed PwC's detailed audit plan identifying their audit scope, approach and assessment of key audit risks and delivery targets. Our ARC is satisfied with the appropriateness of the audit plan which was duly approved on 14 September 2020.
- At its quarterly meetings, our ARC deliberated on the results and issues arising from the external auditor's review of the quarterly financial results and audit of year-end financial statements. The ARC also deliberated on key audit matters and the Internal Control Memorandum (ICM), including SLT's response. The status and progress thereof were reported on a quarterly basis to ARC.
- Reviewed PwC's FY21 written affirmation of its independence to act as our Company's external auditors in accordance with relevant professional and regulatory requirements. Our Group has also restricted the employment of former PwC employees to ensure independence and avoid any conflict of interests as stated in our Policy on Employment of Members of the External Auditor. There was no employment of any PwC employee that was reported to our ARC in FY21.

- On a quarterly basis, our ARC reviewed the analysis provided by PwC on the provision of audit and non-audit services, including fees incurred, and remains satisfied that PwC's independence is not impaired by the provision of non-audit services. During FY21, our Group and Company incurred non-audit fees of RM0.8 million and RM Nil respectively [FY20: RM0.8 million (Group) and Nil (Company)]. These non-audit fees were incurred relating to the performance of agreed upon procedures, regulatory compliance reporting, tax and advisory services.
- Reviewed PwC's representation on its quality control procedures with respect to engagement performance which included the involvement of a quality review partner, access to PwC's accounting technical support on complex accounting matters, periodic assurance quality review by PwC's Global Assurance Quality Review team, internal guidance on accounting standards interpretation and application and International Standards of Auditing guidelines as well as periodic attendance of mandatory training/courses.
- Our ARC also exercised its right to hold meetings with the external auditors without Management's presence as deemed necessary. In addition, our ARC Chairman held private sessions with PwC and Vice President, Head of CA as and when required.

### Internal Audit

- Reviewed and approved the FY21 audit plan based on the risk assessment conducted and resource requirements.
- Reviewed and deliberated on the internal audit reports, audit recommendations and relevant corresponding actions at its quarterly meetings. Status of the implementation of the recommendations are updated to ARC on a quarterly basis.
- Reviewed and approved CA Charter on 17 June 2020 which was revised to reflect the additional responsibilities for CA as prescribed in the AACF which was enforced on 1 June 2020.
- Reviewed the performance appraisal and approved the performance rewards of the Vice President, Head of CA and the adequacy of internal audit resources.

### Related Party Transactions

- Ensured that the policies and procedures in place to identify and monitor RPTs/RRPTs are adequate such that they were conducted at arm's length basis, and not detrimental to the interests of the minority shareholders.
- Reviewed the report on the utilisation of mandated RRPTs on a quarterly basis and reports issued by CA detailing the result of review on proposed RPTs, to ensure compliance with the MMLR and our Group's Policy on RPTs. Based on the approved RRPT mandate, our ARC is satisfied that there were reasonable controls in monitoring the amounts transacted during the year.
- Reviewed the RPTs entered into by our Group with our related parties to ensure that:
  - RPTs have been conducted based on our Group's normal commercial terms and are not to the detriment of our Group's minority shareholders
  - Proper disclosures were made in accordance with the MMLR
  - Actual transaction values for the RRPTs are within the mandate approved by our shareholders
- Reviewed the estimated RRPT mandate for the ensuing year and the 2021 Circular to Shareholders in respect of new and renewal of shareholders' mandate for RRPTs prior to seeking Board approval.

### Whistleblowing

- Reviewed the disclosures reported to the Whistleblowing Line channels that are in place to enable whistleblowers to raise concerns in confidence; and the investigation into the disclosures reported to ensure that appropriate action is taken, where applicable.
- Our Group has adopted the WPP that was established to enable whistleblowers to raise concerns in confidence, and to ensure proportionate and independent investigation is duly conducted and follow-up action is taken and brought to the attention of our ARC. The WPP was last reviewed and updated in March 2020.

During FY21, CA which manages the Whistleblowing Line received a total of 17 ethics, conflict of interest and integrity-related disclosures reported by various parties including employees and external parties. On a quarterly basis, our ARC reviewed CA's report on cases reported through the Whistleblowing Line and other available channels as well as the status of investigation into these cases. All complaints have been investigated and appropriate improvements to prevent recurrence and actions against persons responsible are recommended based on the investigation results.

### Risk Management and Internal Controls

Our Board is responsible for establishing and maintaining our Group's system of risk management and internal control, and for reviewing their effectiveness.

During FY21, our ARC assisted our Board in ensuring that a robust process for identifying, evaluating and managing the significant risks faced by our Group is in place and operating effectively. On a quarterly basis, our ARC reviewed our Group's risk profile focusing on key business risks identified on pages 44 to 47 as well as risk management systems and processes, including the risk appetite and tolerance.

In addition, our ARC reviewed the adequacy and effectiveness of internal controls based on the results of the work performed by PwC and CA tabled in our ARC meetings on a quarterly basis. Our ARC also reviewed the SORMIC for inclusion in this IAR2021.

Further details on our Group's risk management process are included in the SORMIC on pages 142 to 148 that was also reviewed by our ARC.

### Other Matters

Received updates on the following areas:

- business and financial performance across our Group, including cost rationalisation measures
- competitive landscape within the industry that our Group operates
- cyber security, treasury, tax, regulatory and legal matters
- insurance coverage adequacy

Reviewed the quarterly reports on the following areas:

- Treasury, including the sources and uses of cash, analysis of working capital, compliance status of debt covenants, vendor financing and debt facilities, foreign exchange management and financing options
- Tax, including the status of tax filings and audits of selected entities of our Group by the Inland Revenue Board and other authorities
- Regulatory compliance and status of material litigations to ensure that these matters have been appropriately reflected in the financial statements. A summary of the material litigations, claims and arbitration is provided in the notes to the FY21 audited financial statements on pages 276 to 277.

## Audit and Risk Committee Report

### Internal Audit Function

The mission of CA is to enhance and protect organisational value by providing risk-based and objective assurance, advice and insights. CA assists our Group to achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of our Group's risk management, control and governance processes. CA also provides advisory input on Management's initiatives to develop our Group's governance framework.

CA reports directly to ARC to safeguard its independence and objectivity, and ensure audit personnel are free from any relationship or conflicts of interest which could impair their objectivity and independence. The Vice President, Head of CA reports both functionally and administratively to our ARC Chairman which further ensures impartiality and independence in execution of the role.

All CA personnel had declared to our ARC that they are free from any relationships or conflicts of interest which would impair their objectivity or independence.

CA's role is governed by the CA Charter which was last reviewed and approved by our ARC in June 2020 to ensure that CA's activities reflect its purpose, authority and responsibility and is in line with best practices promulgated by internal audit professional bodies. CA has unrestricted access to information required in the course of its work which is stipulated in the CA Charter.

CA adopts the Institute of Internal Auditors' International Professional Practices Framework and the Committee of Sponsoring Organisation of the Treadway Commission's internal control framework in performing its activities.

CA's scope of coverage encompasses all business and support units. CA continues to adopt a risk-based approach in the development of its audit plan to ensure prioritisation of audits based on our Group's strategies, objectives and key risks. In deriving the audit plan, inputs from various sources were considered including Group risk profiles, business plans, previous external and internal audit issues, materiality and criticality of business operations and significant change in business areas or processes. In addition, feedback from the business unit heads, SLT, PwC and ARC was also obtained prior to finalisation of the audit plan to be proposed for approval by our ARC.

On 24 March 2020, our ARC considered and approved CA's annual audit plan that included audits of business and support units across the Group. In FY21, CA performed planned reviews which included financial, operational, technology and information systems audits covering Pay-TV, broadband, logistics and inventory management, freelancers, intellectual property protection and piracy, customer experience and change management. Changes to the audit plan were communicated promptly to our ARC.

In addition to the planned reviews, CA also performed ad-hoc reviews which included review of RRPT mandate utilisation and significant proposed RPTs to ensure they are conducted at arm's length basis and not detrimental to the interests of minority shareholders, as well as governance enhancement reviews related to policies and procedures. CA also manages the Whistleblowing Line for our Group and performs ad-hoc investigations based on disclosures reported to the Whistleblowing Line and other channels.

The recommendations were developed based on identification of root causes for the findings and agreed with the relevant stakeholders before issuance of the final reports. The audit reports which include the overall audit opinion of the effectiveness of governance and internal controls were forwarded to the business unit heads who are responsible for ensuring the recommendations are implemented within a stipulated time frame. All CA reports were provided to our ARC with recommendations from CA and feedback from Management.

CA subsequently monitored and verified the status of implementation on a quarterly basis. Any outstanding audit items are reported to our ARC via the quarterly CA Progress Report.

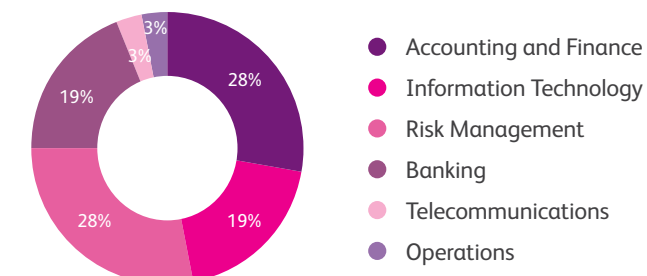
During FY21, our ARC reviewed and deliberated the findings and recommendations from CA's planned and ad-hoc reviews, and the actions taken to implement the recommendations made in the reports. Management were invited from time to time to provide clarification on the findings and updates on the action taken. In certain instances, our ARC also challenged Management on the actions it was taking to minimise the probability of lapses and ensure that material findings are adequately addressed within a reasonable time frame. Our ARC also suggested various improvements to our Group's overall governance, risk management and internal controls as well as reinforced an internal directive to hold individuals accountable for lapses in internal controls and governance.

There is also regular liaison among CA and other assurance functions such as Process Improvement and Revenue Assurance, Group Risk Management and PwC to monitor and ensure the effectiveness of the risk governance framework and management processes of our Group.

As at 31 January 2021, there were a total of 16 internal auditors with diverse background and disciplines. Their experience and competencies are detailed below:

Years of internal audit experience	0 - 5	5 - 10	>10	Total
Number of auditors	3	3	10	16

Competencies	% of auditors
Accounting and Finance	28
Information Technology	19
Risk Management	28
Banking	19
Telecommunications	3
Operations	3



In addition, the CA team is also encouraged to pursue professional certifications. As at 31 January 2021, CA has a total of eight qualified professionals as shown below:

Qualification	No. of certified individuals
Certified Public Accountant	1
Association of Chartered Certified Accountant	2
Chartered Accountant Australia and New Zealand	1
Certified Fraud Examiner	2
Certified Information System Auditor	1
Certified Internal Auditor	1
<b>Total</b>	<b>8</b>

The total operational costs incurred for CA for FY21 amounted to approximately RM4.7 million (FY20: RM4.3 million).

Our ARC reviewed the CA function and its KPIs to ensure that its activities are performed independently, proficiently and with impartiality and due professional care. The effectiveness of CA is assessed throughout the year based on specific measures that include (but are not limited to):

- Feedback received from relevant business units audited via an online auditee satisfaction survey
- An annual review coordinated by the Company Secretary in January 2021 with feedback sought from our ARC, SLT and PwC. The areas assessed include audit planning and resources, skills and experience, and work programme
- Review of the performance appraisal and approval of performance rewards of the Vice President, Head of CA

Based on the results of the evaluation, our ARC is satisfied with the performance of CA and noted several areas of improvements for CA to focus on and address in FY22.

### Integrated Reporting

Our ARC considered the disclosures in the IAR2021 from the financial reporting, risk management and internal controls aspects, and assessed their consistency with the audited financial statements, as well as operational and other information. Our ARC is satisfied that such information is reliable and consistent in all material respects and, to the best of our ARC's knowledge, nothing has come to the attention of our ARC to indicate any material deficiencies.

### Key Focus Areas for FY22

The key priorities of our ARC for FY22 are as follows:

- continued agility in adapting to the new normal due to the COVID-19 pandemic
- integrity of our Group's financial accounting and reporting, including the quality of earnings considering the competitive environment that our Group operates in as well as impact of the COVID-19 pandemic to our business
- robustness, rigour and quality of the external and internal audit process as well as risk management
- optimising costs, re-prioritising capital expenditure and managing capital to further strengthen our Group's balance sheet
- ensuring our Group's compliance with Section 17A of the MACC Act 2009 relating to corporate liability as well as other new relevant applicable legislation
- ensuring compliance with operating procedures and project management including managing cybersecurity and information technology risks as we navigate the transition to the new technologies of our transformation plans.



# Statement on Risk Management and Internal Control

## INTRODUCTION

Our Board is charged with overall responsibility for the Group's system of risk management and internal control and ensuring its adequacy and effectiveness. The system comprises a robust risk management framework and internal control procedures enabling the timely identification, evaluation and management of key financial risks as well as non-financial risks that may impede the achievement of our Group's business objectives and strategies. While we understand these risks cannot be eliminated completely, the system provides reasonable but not absolute assurance against material error, misstatement or losses, allowing us to manage these risks within our Group risk appetite.

The internal control system is consistent with the guidelines issued by Bursa Malaysia as set out in the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

### Board responsibilities

Our Board is committed to the maintenance and execution of a strong control environment and governance framework while embedding an effective risk management and internal control system into the strategies, corporate culture and processes of our Group.

Our ARC is entrusted with the responsibility of assisting our Board in discharging its fiduciary duties in relation to management of risks and internal controls. Assisting our Board in assessing and reviewing the adequacy and effectiveness of our Group's internal control system, our ARC is responsible for communicating to our Board on key financial and operational risks identified, along with an assessment of the risks impact and likelihood as well as mitigation plans to manage these identified risks.

Our Board is kept informed of all significant control issues brought to their attention at the ARC meetings as presented by our Management team and attended by our internal and external auditors.

## 1. Risk Management

Our Group's strategic planning activities, operational processes and project management are guided by effective risk management processes, practices, and culture whereby risks are identified and managed through the adoption of the Group Risk Management Framework ("GRMF"). The GRMF is based on the Enterprise Risk Management framework of the Committee of Sponsoring Organisation ("COSO") which sets out the governance, infrastructure, processes, and controls relating to risk management. It also provides guidance for a systematic and consistent approach to identify, assess, implement, monitor and report risks throughout our Group.

Our Board is the highest governing body overseeing and nurturing a risk culture across Astro and is committed to implementing a comprehensive risk management and internal control environment. Our Board, through our ARC is responsible for determining our Group's risk appetite and risk tolerance within which our Group operates.



## 1. Risk Management

The risk appetite parameters guide our Group to take measured risks to execute our strategies and achieve our business objectives while ensuring a sustainable business model. These parameters also guide our Group in upholding our integrity, values and Astro's reputation to ensure regulatory compliance and acceptable standards of service delivery which reinforce our brand value and image.

Through a structured process, our Group Risk Management ("GRM") team conducts regular risk sessions with various departments across our Group identifying key risk matters that may impede the achievement of our business objectives, both in the short and long term. Identified risks are reported, reviewed and discussed with Management and presented to the ARC on a quarterly basis to ensure mitigating actions are tracked and implemented in a timely manner.

All identified risks are displayed on a four-by-four risk matrix based on their risk ranking to assist Management in prioritising efforts and appropriately managing the different classes of risks.

### Key risk matters deliberated in FY21 include:

- COVID-19 impact to our business, operations and employees
- Business sustainability due to shifts in consumer spending and economic uncertainties
- Competition resulting from global streaming wars and rampant online piracy
- Roadmap focusing on increasing technological agility and enhanced control over UI/UX to deliver improved customer experience
- Personalised customer journey and experience
- Data privacy, data protection, and cyber security threats and breaches
- Supply chain management to ensure optimal operations and business continuity; and
- Talent management in executing key business strategies

## 2. Control Environment and Activities

The robust and effective control environment within our Group facilitates the application of CG best practices. Our Board and Management have demonstrated their commitment to maintaining an effective internal control environment through the continuous enhancement of the design of our internal control system including periodic testing of the effectiveness and efficiency of the internal control procedures as well as updating the system of internal control upon changes in business environment and regulatory requirements. The following sets out the key components established for our Group's control environment:

### 2.1 Board and Organisational Structure

Our Board oversees and provides strategic direction to our Group's business and GCEO, who is supported by EXCO and SLT. Supporting our Board are a number of established Committees, namely the ARC, NCGC, RC and SBTC, all of which facilitate our Board in discharging of their duties. Each committee has clearly defined terms of reference and responsibilities, and reports on its activities to our Board. For more information, please refer to the CG Overview on pages 115 to 129.

Our organisational structure is well-defined with clear lines of reporting, authority and segregation of duties to ensure effective and independent stewardship to promote accountability among Team Astro with delegated authority

for planning, executing, controlling and monitoring of business operations. During the year, an EXCO comprising our GCEO, GCOO and GCFO was established to provide leadership in developing, directing, implementing and monitoring the Group's strategic plans as approved by our Board.

### 2.2 Audit and Risk Committee

Our ARC assists our Board in fulfilling our Board's responsibilities with respect to oversight, focusing on the effectiveness of risk management practices, internal control systems, internal and external audit processes, integrity of our Group's financial reporting process, compliance with legal and regulatory standards, monitoring ethics and whistleblowing as well as COBE. Throughout the financial year, our ARC is briefed on corporate governance practices, updates to legal and regulatory requirements as well as key matters affecting the financial statements of our Group.

For more details on the activities undertaken by our ARC, please refer to the ARC Report on pages 136 to 141.

### 2.3 Management

Management is committed to the identification, monitoring, and management of risks associated with business activities and ensures effective adoption of risk management practices in our day-to-day operations.

## Statement on Risk Management and Internal Control

### 2. Control Environment and Activities

Our EXCO conducts weekly operational reviews, monthly reviews of core business lines and quarterly synchronisation plans, thus ensuring structured execution of our Group's strategic plans and a unified approach across content, product, technology and marketing. The EXCO reviews our Group's financial and operational performance against targets and provides an update to our Board where necessary. For more information on the governance structure, please refer to CG Overview on page 115 to 129.

#### 2.4 Group Risk Management

Led by our GCFO, GRM team drives the implementation of GRMF across Astro, ensuring key business risks are identified, evaluated and managed accordingly. Our GCFO reports all key risks identified alongside with preventive measures and mitigation action plans to our ARC on a quarterly basis and with Board updates where appropriate.

GRM also maintains a comprehensive insurance programme to safeguard our Group's assets against possible material losses arising from uncertainties. During the year, an annual review exercise was conducted and approved by our ARC, ensuring the adequacy and relevance of insurance coverage to cater to changing business needs and aligned to our Group's risk exposure and appetite.

#### 2.5 Assignment of Authority

Astro has established a framework of authority delegated by our Board to Management to facilitate key decision making and promote operational efficiency. Driving accountability within our Group, the Limits of Authority ("LOA") sets out clear segregation of duties based on the approved levels according to the role and function of an employee to facilitate timely, effective and quality decision making. It also sets out matters reserved for the Board's decision making, with delegated authority to GCEO, GCOO and GCFO as well as authorisation limits for various levels of Management to execute.

The LOA is reviewed and updated regularly to ensure they remain relevant in a dynamic external environment. In FY21, a comprehensive review was conducted to ensure consistency of LOA throughout our Group facilitating ease of execution and operational efficiency.

#### 2.6 Corporate Assurance and External Auditors

CA provides independent, reasonable and objective assurance on the effectiveness of our Group's risk management practices and control environment. CA regularly reviews key processes and evaluates the adequacy, appropriateness and effectiveness of internal controls, risk management and governance practices established and highlights any areas for improvement to our ARC. Our Group's risk profile and corresponding mitigation plans are also reviewed by CA. CA's risk-based audit plan is reviewed and approved by our Board annually.

In the course of carrying out their statutory audit, the External Auditors may determine it appropriate to rely on certain internal controls and will test those internal controls. Findings from these testings are reported to ARC and Management. The roles and responsibilities of the CA function and audit activities are set out in the ARC Report on pages 136 to 141.

#### 2.7 Regulatory

The Regulatory team ensures compliance with the Malaysian Communication and Multimedia Act 1998 ("CMA") as well as other applicable laws, rules, regulations which govern our Group's business operations. The Regulatory team actively engages MCMC and other stakeholders on pertinent industry matters. Moreover, the team also manages matters relating to our Group's IP, including engaging and collaborating with regulators, content providers and industry players, taking proactive actions while providing enforcement assistance to combat content piracy across all platforms with monthly reporting to EXCO and quarterly reporting to our ARC.

#### 2.8 Legal

The Legal team plays a pivotal role in ensuring the interests of our Group are preserved and safeguarded from a legal perspective. It ensures that our Group's operations and transactions with third parties comply with all relevant laws. The Legal team is led by our General Counsel and plays a key role in advising our Board and Management on legal and strategic matters.

Our Board is briefed through ARC reports on material litigations and any changes in law that would affect our Group's operations on a quarterly basis.

#### 2.9 Corporate Secretarial

The Corporate Secretarial team provides additional assurance by extending counsel to our Board and Management on compliance with company and securities legislations, and advocates the adoption of CG best practices. The team is also responsible for monitoring compliance with our Board policies and procedures including the list of Board reserved matters and conflicts of interest. The Corporate Secretarial team also advises our Directors of their responsibilities and regularly updates our Board and Management on changes in legislation, regulatory environment and market best practices.

#### 2.10 Policies and Procedures

Our policies, procedures, guidelines and service level agreements are available on our Group's intranet. We continuously review and update our policies and procedures in FY21 in line with changes in the business environment and latest developments in operations and technology. Key supporting policies and procedures are listed below:

##### 2.10.1 Code of Business Ethics (COBE)

The COBE clearly sets out behavioural expectations of our Directors and employees, and serves as a guiding policy enabling employees to practice high ethical business standards while governing the way our Group conducts dealings with all stakeholders. Our COBE is reviewed periodically to include obligations on employees to refrain from committing any acts of bribery and corruption. All employees of our Group are required to complete an annual COBE assessment and to confirm understanding and compliance on COBE requirements.

The established Disciplinary Committee reviews all matters pertaining to employee misconduct to ensure concerns and allegations raised are duly investigated and addressed. Our Industrial Relations team reporting to the Director, People & Workplace, will provide recommendations to the Disciplinary Committee on the appropriate disciplinary actions to be taken.

##### 2.10.2 Astro Anti-Corruption Framework (AACF)

In FY21, our Group has established the AACF in compliance with Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"), and to strengthen our Group's ethical parameters around bribery and corruption. This policy prohibits facilitation payments, and regulates, acceptance or provision of gifts, complimentary services, entertainment, gratuities as well as donations. For any amount exceeding an approved threshold, employees

are required to declare the same to the Compliance team which is supervised by General Counsel.

Improvement initiatives and anti-bribery issues are reported to EXCO and ARC. Strict adherence to the AACF is expected without compromise. Where non-compliance is detected or a complaint is received, the CA team oversees the investigation process.

##### 2.10.3 Fraud Management

The Fraud Management Framework provides guidance on establishing a fraud management control environment to enhance integrity and reduce the probability of fraud, as well as to assist employees in decision-making in relation to the identification and reporting of fraud, misconduct and any other non-compliance impacting our Group. Findings from the fraud investigation will be documented and recommendations proposed to the AMH Disciplinary Committee and/or Management (where applicable) for necessary actions to be taken. CA reports such disclosures and complaints to our ARC and GCEO on a quarterly basis.

##### 2.10.4 Whistleblowing Policy and Procedures (WPP)

The WPP has been established for whistleblowers to raise concerns on any improper conduct or violation of our Group's values and principles by employees or third parties without fear of reprisal. Whistleblowers are encouraged to disclose their details to facilitate investigations. All whistleblower details are kept confidential to protect them from potential harassment and retaliatory actions.

The Whistleblower Line is independently managed by the CA team who also assumes primary responsibility for the investigation and reporting of disclosures received. All disclosures received from employees or external parties via the Whistleblower Line are investigated and findings with recommendations are reported to the Chairman of our ARC and/or GCEO quarterly, or more frequently as necessary. In addition, where the matter relates to non-compliance to the AACF, such disclosures are forwarded to the Compliance team and our Board to ensure appropriate actions are taken. Further details of the activities are set out in CG Overview on pages 115 to 129 and ARC Report on pages 136 to 141.

The COBE, AACF and WPP are available for download from our corporate website.

## Statement on Risk Management and Internal Control

### 2. Control Environment and Activities

#### 2.10.5 Procurement Manual and Investment Framework

The processes for acquisition, invoicing, payment and investment are governed by the Procurement Manual, Invoicing and Payment Processing Guidelines, and Investment Framework.

The Procurement Manual sets forth the Acquisition Guiding Principles which serve as a key tool in ensuring all acquisition activities are conducted in a transparent manner and in the best interests of our Group. Our Invoicing and Payment Processing Guidelines provide controls and procedures on invoicing and payment processes in our Group. Such Principles are reviewed on an annual basis to ensure a consistent acquisition approach is applied throughout our Group with benchmarking against industry best practices.

All prospective vendors are subject to a vendor assessment and screening process prior to engagement to ensure vendors' competence, commercial and pricing competitiveness, and ability to meet our Group's requirements.

On a monthly basis, project and procurement matters as well as sales, inventory and operational planning matters are reported to EXCO alongside detailed reviews of demand forecasts, supply plans, Capex projects, tenders and awards.

In FY21, the following key activities were undertaken:

- Conducted review of procurement governance to ensure that controls in place are adequate, effective and relevant.
- Developed a technology roadmap to strengthen our platform architecture and increase agility for the future
- Introduced third-party COBE, due diligence questionnaire and vendor integrity pledge in line with the AACF. The vendor integrity pledge captures the vendors' formal affirmation to comply with the principles of the third-party COBE and to refrain from involvement or engagement in any act of bribery, corruption or fraud in dealings with our Group. A summary of these activities is reported to EXCO on a monthly basis.

The Investment Framework sets forth the guidelines to ensure all investment activities are aligned with our Group's strategic priorities. A monthly investment report is presented to EXCO with quarterly reporting to the Treasury Committee and our Board.

#### 2.10.6 Revenue Assurance Framework

The Revenue Assurance ("RA") framework facilitates an independent function reviewing key revenue categories to identify possible revenue leakage indicators and data discrepancies, as well as propose and implement corrective action plans. The RA team meets with key stakeholders on a regular basis to address key revenue issues and drive revenue assurance initiatives across our Group. A monthly dashboard on key issues identified with corresponding mitigating actions is presented to Management and is subject to review by the CA team.

#### 2.10.7 Strategic business budgeting and reporting

Our Group is guided by our 3-Year Strategic Plan which outlines key business objectives and strategic priorities. Our Group's strategic plan and corresponding annual budget were duly approved by our Board prior to the commencement of the said financial year.

Management reviews business performance against strategies and reports to our SBTC, which assists our Board in overseeing transformation projects. Our EXCO reviews (i) weekly operational performance reports, (ii) monthly business performance reports and (iii) synchronisation plans across content, product and marketing, on a quarterly basis.

On a quarterly basis, financial and operational reports are provided to our ARC and Board detailing significant variances and the relevant mitigating actions taken. Our Group releases quarterly unaudited financial results and annual audited financial statements to Bursa Malaysia and the public, including the investment community.

#### 2.10.8 Data Privacy and Cyber Security

Our Group keeps abreast of the latest security controls and has established process to manage emerging cyber security threats and safeguard customer data, content and assets. Astro's IT Security team is responsible for monitoring and resolving IT security threats to our Group both internally and externally. This includes implementing relevant security applications and systems, conducting security awareness, vulnerability assessment and penetration test exercises, ensuring adequate

security controls relating to our Group's projects and managing the 24/7 security operation centre. Apart from the internal security compliance programmes, IT Security team also maintains and complies with relevant regulatory and industry security programmes such as the Information Security Management System ("ISMS") ISO/IEC 27001:2013[1] and Payment Card Industry Data Security Standard v3.2.1, and benchmarks our security programmes against industry best practices.

As part of our data privacy and security programme, we have established security policies, rules, technical measures and yearly self-assessments to protect our Group's data from unauthorised access, improper use or disclosure, unauthorised modification, or accidental loss. Our PDPA Committee meets monthly to discuss data related issues to ensure continuous compliance and conformance to the Personal Data Protection Act 2010 (PDPA). All employees, data processors and data owners who have access to and are associated with the processing of our Group's data are obliged to respect its confidentiality. These initiatives demonstrate our Group's commitment to ensuring customer data privacy.

In addition, the newly formed Security & Risk Committee meets monthly to provide strategic oversight on our Group's logical and cyber security management practices to ensure all security threats including user access, content piracy and cyber breaches are effectively managed. The IT Security department reports security incidents to the Security & Risk Committee and consistently educates and communicates IT security and PDPA requirements across our Group to heighten awareness and compliance while enhancing control.

In FY21, the following key initiatives were undertaken:

- Continuous fortification of our Group's IT security system through IT security exercises involving our Group's systems, applications, and infrastructure to minimise the risk of service interruption arising from malicious activities, cyber attacks, and malware
- Inclusion of Multi-Factor Authentication (MFA) feature as an additional line of defense to prevent authentication-related security vulnerabilities
- Implementation of Cloud Access Security Broker, a cloud security intelligence tool that provides

visibility, control, and compliance across all cloud assets. It addresses the risk of sensitive file oversharing, data exfiltration, data destruction, use of unsafe cloud applications and prevents potential threats embedded in shared files between cloud applications

- Engagement of independent experts to provide assurance and validation of our Group's cyber security roadmap

#### 2.11 Business Continuity Management Framework

The Business Continuity Management Framework aims to minimise the impact of business disruption through enhancing operational resiliency to effectively respond to threats and disruptions. This includes establishing system and operational infrastructure redundancies and alternate sites to minimise service disruptions, as well as minimising financial losses arising from disruption through business interruption insurance coverage.

Amid the COVID-19 pandemic, our Group promptly activated our established business continuity and recovery plans which included the following:

- Activated split operations mode across various locations for critical functions, separating our workforce and ensuring adherence to social distancing requirements
- Introduced flexible working arrangement to enable employees to work from home and/or other appropriate and approved locations
- Enhanced supply chain management to better serve our customers following the implementation of various lockdowns

In FY21, our business continuity and recovery plans were executed well, enabling uninterrupted services to Astro customers. Leveraging our multiplatform reach, we disseminated COVID-19 PSA to Malaysians.

#### 2.12 Performance management system

Our Group's performance management system is guided by our corporate core values that outline the knowledge, skill and behavioural expectations of our employees. Our talent development plan focuses on upskilling and reskilling employees to drive business transformation. This enables employees to progress in their chosen career paths and builds a sustainable talent pipeline for Astro, creating a conducive working environment while facilitating succession planning.

## Statement on Risk Management and Internal Control

### 2. Control Environment and Activities

To drive and sustain a high-performing workforce, employees' performance and achievements are appraised under our Group's performance management system on an annual basis. Our enhanced performance management system focuses on aligning our Group's goals and values by cascading key KPIs to Team Astro to drive the culture of inclusivity, accountability and creativity while promoting Group-wide collaboration.

#### 2.13 Employee engagement, information and communication

Regular employee engagement sessions and internal communications are carried out to keep employees informed about the latest Group developments. These include employee engagement surveys conducted on a semi-annual basis, townhalls, email communications and our regularly-updated internal portal.

Our Group has established operating policies and procedures which comply with relevant laws and regulations. These policies are published and updated on our internal portal for easy access by employees to enable them to carry out their duties efficiently and effectively.

#### 2.14 Monitoring and reporting activities

Monitoring and reporting activities conducted to provide assurance on the effectiveness of our Group's risk management and internal control system include:

- (i) Management representation made to our Board by our GCEO and GCFO in relation to the adequacy of our Group's risk management and internal control system in all material aspects. Any exceptions identified during the assessment period are highlighted to ARC.
- (ii) The Group risk profile which consists of key emerging risks identified, along with preventive and mitigation strategies is presented to our Board through ARC on a quarterly basis.
- (iii) ARC reviews the process and compliance exceptions identified by CA and external auditors on a quarterly basis. The implementation of recommendations from both parties are tracked and reported to ARC quarterly.
- (iv) ARC also reviews quarterly reports on matters relating to treasury, tax, regulatory compliance and status of material litigations to ensure all significant matters are identified and highlighted to our Board on a timely basis.
- (v) All disciplinary actions against employees are duly approved by our GCEO. The disciplinary procedures are reviewed and updated periodically.

Management has taken the necessary actions to remedy weaknesses identified for the said financial year. Our Board and Management will continue to monitor the effectiveness and take necessary measures to strengthen our risk management and internal control environment.

#### Conclusion

For the financial year under review and up to the date of issuance of the financial statements, our Board is of the view that the risk management, governance and internal control practices and processes adopted are sound and adequate to safeguard the interests of shareholders, employees and our Group's assets. No material losses, contingencies or uncertainties have arisen from any inadequacy or failure of our Group's internal controls that would require separate disclosures in IAR2021.

Our GCEO and GCFO have provided assurance to our Board that our Group's risk management and internal control, in all material aspects, is operating adequately and effectively.

#### Review of the statement by External Auditors

As required by Paragraph 15.23 of the MMLR, our external auditors, PwC, has reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control system of our Group.

## Directors' Responsibility Statement

The Companies Act 2016 ("the Act") requires the Directors to prepare financial statements for each financial year in accordance with the requirements of the Act, Malaysian Financial Reporting Standards ("MFRS"), the International Financial Reporting Standards ("IFRS") and the Main Market Listing Requirements of Bursa Securities ("MMLR") and to present these before the Company at its Annual General Meeting.

The Directors are responsible for the preparation of financial statements which should be drawn up in accordance with applicable accounting standards to give a true and fair view of the financial position of the Group and the Company as at 31 January 2021 and of their financial performance and cash flows for the financial year then ended.

The Act also requires the Directors to keep such accounting and other records that will enable them to sufficiently explain the transactions and financial position of the Group and the Company, and to enable true and fair profit and loss accounts and balance sheets and any documents required to be attached thereto to be prepared, as well as to keep such records in a manner as to enable them to be conveniently and properly audited.

In preparing the FY21 financial statements in conformity with MFRS, the Directors have used certain critical accounting estimates and reasonable assumptions. In addition, the Directors have exercised their judgements to the best of their knowledge and belief, in the process of applying the appropriate and relevant accounting policies.

The Directors have also relied on the accounting and internal control systems to ensure that the assets of the Group and the Company are safeguarded against material losses from unauthorised use or disposition and the information generated for the preparation of the financial statements are true and fair and are free from material misstatement.

## Directors' Report

For the Financial Year Ended 31 January 2021

The Directors are pleased to submit their report to the members together with the audited financial statements of the Group and of the Company for the financial year ended 31 January 2021.

### Principal Activities

The principal activity of the Company is investment holding. The Group is primarily engaged in the provision of television services; radio services; film library licensing; content creation, aggregation and distribution; talent management; multimedia interactive services; digital media and home shopping.

There were no significant changes in the nature of these activities of the Group and the Company during the financial year.

The Company and its subsidiaries are collectively referred to as the Group. The details of the subsidiaries are set out in Note 15 to the financial statements.

### Financial Results

	Group RM'000	Company RM'000
Profit for the financial year	527,825	429,724
Attributable to:		
Equity holders of the Company	539,847	429,724
Non-controlling interests	(12,022)	-
	527,825	429,724

### Dividends

The dividends on ordinary shares paid or declared by the Company since 31 January 2020 were as follows:

	RM'000
In respect of the financial year ended 31 January 2020:	
Fourth interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares, declared on 25 March 2020 and paid on 24 April 2020	78,218
In respect of the financial year ended 31 January 2021:	
First interim single-tier dividend of RM0.01 per share on 5,214,506,700 ordinary shares, declared on 18 June 2020 and paid on 17 July 2020	52,145
Second interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares, declared on 15 September 2020 and paid on 14 October 2020	78,218
Third interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares, declared on 3 December 2020 and paid on 30 December 2020	78,218
	208,581

### Dividends (Cont'd.)

Subsequent to the financial year, on 25 March 2021, the Directors declared a fourth interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares in respect of the financial year ended 31 January 2021, amounting to RM78,217,601, which will be payable on 23 April 2021.

The Directors also recommend a final single-tier dividend payment of RM0.025 per share estimated at RM130,362,668 in respect of the financial year ended 31 January 2021, subject to the approval of the Company's shareholders at the forthcoming Annual General Meeting. The final single-tier dividend will be paid on a date to be determined.

### Reserves and Provisions

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

### Share Capital

There was no issue of shares during the financial year.

### Share Scheme

The Company has established the following share schemes ("Share Scheme"):

- the Management Share Scheme ("MSS 2012") which came into effect on 20 September 2012. An eligible executive or eligible employee of the Company and its subsidiaries who accepts an offer under the MSS 2012 ("MSS 2012 Grantee") shall pay a sum of RM1.00 as consideration for acceptance of that offer. Subject to the terms and conditions of the By-Laws governing the MSS 2012, the MSS 2012 Grantees shall be entitled to receive new ordinary shares to be issued pursuant to the share awards which may comprise restricted share units ("MSS 2012 RSUs") and/or performance share units ("MSS 2012 PSUs"), on the scheduled vesting dates without further payment, subject to meeting the vesting conditions which comprise the performance targets stipulated by the Remuneration Committee of the Company.

The MSS 2012 shall be in force for a period of ten years effective from 20 September 2012 until 19 September 2022 and no share award shall vest beyond the expiry date. There is no outstanding grant that has not vested.

The Board of Directors of the Company does not intend to make any further grants and/or issue any further shares in the Company under the MSS 2012 as the LTIP (defined below) is meant to replace the MSS 2012.

- the Astro Malaysia Holdings Berhad Long Term Incentive Plan ("LTIP") which came into effect on 21 August 2020 and shall be in force for a period of ten years. An eligible employee of the Company and its subsidiaries (excluding dormant subsidiaries) who accepts the offer ("Grantee") shall pay a sum of RM1.00 as non-refundable consideration for acceptance of that offer. Subject to the terms and conditions of the By-Laws governing the LTIP, the Grantee shall be entitled to receive new ordinary shares to be issued pursuant to the share awards which may comprise restricted share units ("RSUs") and/or performance share units ("PSUs"), on the scheduled vesting dates without further payment, subject to meeting the vesting conditions which comprise the performance targets stipulated by the Remuneration Committee of the Company.

The maximum number of shares in the Company which may be issued and/or transferred under the LTIP shall not, when aggregated with the total number of shares issued under the MSS 2012, exceed 10% of the total number of issued shares in the Company at any point in time during the period of the LTIP.

Details of the Share Scheme are disclosed in Note 7(a) to the financial statements.

## Directors' Report

For the Financial Year Ended 31 January 2021

### Share Scheme (Cont'd.)

During the financial year, the Company granted the following under the LTIP:

- (a) 800,000 RSU to eligible employees of the Company and its subsidiaries (excluding dormant subsidiaries). The RSU granted will vest upon the fulfilment of predetermined vesting conditions including company and individual performance targets. The vesting date is on 31 July 2023, subject to the discretion of the Remuneration Committee; and
- (b) 18,281,900 PSU to eligible employees of the Company and its subsidiaries (excluding dormant subsidiaries), including 3,458,200 PSU to the Group Chief Executive Officer. The PSU granted will vest upon fulfilment of predetermined vesting conditions including the Company's performance over a period of three financial years and individual performance rating. The vesting date is on 31 July 2023, subject to the discretion of the Remuneration Committee.

### Directors

The Directors in office during the financial year and during the period from the end of the financial year to the date of the report are:

Tun Dato' Seri Zaki bin Tun Azmi  
 Datuk Yvonne Chia  
 Renzo Christopher Viegas  
 Lim Ghee Keong  
 Simon Cathcart  
 Tunku Alizakri bin Raja Muhammad Alias  
 Mazita binti Mokty  
 Nurhisham bin Hussein (Alternate Director to Tunku Alizakri bin Raja Muhammad Alias)  
 Nik Rizal Kamil bin Nik Ibrahim Kamil (Resigned on 13 January 2021)

The names of the Directors of the Company's subsidiaries are set out in the respective subsidiaries' financial statements and the information is deemed incorporated herein by such reference and made a part thereof.

### Directors' Benefits

Save as disclosed in Note 7(a) to the financial statements, during and at the end of the financial year ended, there are no other arrangements that subsisted to which the Company is a party, being arrangements with the object or objects of enabling the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than benefits shown under Directors' remuneration below) by reason of a contract made by the Company or a related corporation with the Director, or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

### Directors' Interests in Shares and Debentures

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, particulars of interest of Directors who held office at the end of the financial year in the shares in the Company ("AMH Shares") are as follows:

	Number of ordinary shares			
	As at 1.2.2020	Acquired	Disposed	As at 31.1.2021
Tun Dato' Seri Zaki bin Tun Azmi	1,050,000	-	-	1,050,000
Datuk Yvonne Chia <sup>(1)</sup>	100,000	200,000	-	300,000
Renzo Christopher Viegas <sup>(2)</sup>	100,000	200,000	-	300,000
Lim Ghee Keong	1,000,000	-	-	1,000,000
Tunku Alizakri bin Raja Muhammad Alias	5,000	-	-	5,000

Note:

<sup>(1)</sup> Datuk Yvonne Chia acquired additional 100,000 AMH Shares on 29 March 2021.

<sup>(2)</sup> Renzo Christopher Viegas acquired an additional 100,000 AMH Shares on 15 February 2021.

Other than as disclosed above, according to the Register of Directors' shareholdings, none of the Directors in office at the end of the financial year held any interest in shares, grants and options over shares in the Company or in its related corporations during the financial year.

### Directors' Remuneration

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Fees and meeting allowances	2,935	3,039	2,935	3,029
Salaries and bonus	10,901	20,428	-	-
Defined contribution plans	1,403	3,226	-	-
Estimated money value of benefits-in-kind	58	53	23	30
Separation scheme	832	504	-	-
<b>Total Directors' remuneration</b>	<b>16,129</b>	<b>27,250</b>	<b>2,958</b>	<b>3,059</b>

Included in the analysis above is remuneration for Directors of the Company and its subsidiaries in accordance with the requirements of Companies Act 2016. Expenses incurred on indemnity given or insurance effected for any Director and officer of the Company and its subsidiaries during the financial year amounted to RM335,000 (2020: RM367,000).

## Directors' Report

For the Financial Year Ended 31 January 2021

### Statutory Information on the Financial Statements

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

- (a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
- (b) to ensure that any current assets which were unlikely to realise in the ordinary course of business their values as shown in the accounting records of the Group and Company had been written down to an amount which they might be expected so to realise.

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

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

At the date of this report, there does not exist:

- (a) any charge on the assets of the Group or Company which has arisen since the end of the financial year which secures the liability of any other person; or
- (b) any contingent liability of the Group or Company which has arisen since the end of the financial year.

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

### Statutory Information on the Financial Statements (Cont'd.)

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

In the opinion of the Directors:

- (a) the results of the Group's and Company's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and
- (b) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group or Company for the financial year in which this report is made.

### Significant and Post Balance Sheet Events

The significant events during the financial year and post balance sheet events are as disclosed in Note 38 and Note 41 respectively to the financial statements.

### Auditors and Auditors' remuneration

The auditors, PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), have expressed their willingness to accept re-appointment as auditors.

Details of auditors' remuneration are set out in Note 6 to the financial statements.

Signed on behalf of the Board of Directors in accordance with the approval granted by the Board of Directors on 15 April 2021.



**TUN DATO' SERI ZAKI BIN TUN AZMI**  
DIRECTOR



**RENZO CHRISTOPHER VIEGAS**  
DIRECTOR

Kuala Lumpur



## Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, Tun Dato' Seri Zaki bin Tun Azmi and Renzo Christopher Viegas, the Directors of Astro Malaysia Holdings Berhad, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 164 to 282 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 January 2021 and financial performance of the Group and of the Company for the financial year ended 31 January 2021 in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Signed on behalf of the Board of Directors in accordance with the approval granted by the Board of Directors on 15 April 2021.



**TUN DATO' SERI ZAKI BIN TUN AZMI**  
DIRECTOR



**RENZO CHRISTOPHER VIEGAS**  
DIRECTOR

Kuala Lumpur

## Statutory Declaration

Pursuant to Section 251(1) of the Companies Act 2016

I, Shafiq Abdul Jabbar, the officer primarily responsible for the financial management of Astro Malaysia Holdings Berhad, do solemnly and sincerely declare that, the financial statements set out on pages 164 to 282, are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.



**SHAFIQ ABDUL JABBAR**  
(MIA Number: 23405)

Subscribed and solemnly declared by the above named Shafiq Abdul Jabbar at Kuala Lumpur in Malaysia on 15 April 2021, before me.

COMMISSIONER FOR OATHS



## Independent Auditors' Report

To the Members of Astro Malaysia Holdings Berhad  
(Incorporated in Malaysia) (Company No. 201101004392 (932533-V))

### Report on the Audit of the Financial Statements

#### Our opinion

In our opinion, the financial statements of Astro Malaysia Holdings Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 31 January 2021, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

#### What we have audited

We have audited the financial statements of the Group and of the Company, which comprise the balance sheets as at 31 January 2021 of the Group and of the Company, and the income statements, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 164 to 282.

#### Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the "Auditors' responsibilities for the audit of the financial statements" section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

#### Our audit approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements of the Group and of the Company. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group and of the Company, the accounting processes and controls, and the industry in which the Group and the Company operate.

## Independent Auditors' Report

To the Members of Astro Malaysia Holdings Berhad  
(Incorporated in Malaysia) (Company No. 201101004392 (932533-V))

### Report on the Audit of the Financial Statements (Cont'd.)

#### Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters	How our audit addressed the key audit matters
<p><b>Assessment of carrying values of goodwill, intellectual properties, brands, spectrums and cost of investments in subsidiaries</b></p> <p>Refer to Note 3E - Summary of significant accounting policies – Intangible assets, Note 4 - Critical accounting estimates and judgements, Note 20 – Intangible assets and Note 15 – Investment in subsidiaries.</p> <p>(a) Goodwill, intellectual properties, brands and spectrums</p> <p>We focused on this area due to the size of the goodwill, intellectual properties, brands and spectrums balance of RM1,549 million as at 31 January 2021.</p> <p>Management's assessment of the VIU of the Group's cash generating units ("CGUs") involves significant judgements and estimates about the future results of the business and key assumptions applied to future cash flow projections. The goodwill has been allocated to the Television and Radio CGUs.</p> <p>Intellectual properties were allocated to Intellectual properties CGU ("IP CGU") while the brands and spectrums have been allocated to the Radio CGU.</p> <p>For the year ended 31 January 2021, management performed an impairment assessment over the goodwill, intellectual properties, brands and spectrums based on the VIU method using the probability weighted approach to determine the expected cash flows, as well as performed sensitivity analysis by varying the key assumptions used (compound revenue growth rates in the projection periods, discount rates) to assess the impact on the impairment assessment.</p> <p>Based on the assessment performed, the recoverable amounts of the goodwill, intellectual properties, brands and spectrums exceed the carrying values and therefore no impairment is required.</p>	<p>We performed the following audit procedures on the value in use ("VIU") calculation:</p> <ul style="list-style-type: none"> <li>Agreed the VIU cash flows to the Board approved financial budget for FY2022 and cash flow projections for the next 4 years with terminal values at the end of year 5;</li> <li>Compared the FY2021 actual results with the figures included in the prior year VIU cash flows for FY2021 to consider whether these forecasts included key assumptions that, with hindsight, had been optimistic;</li> <li>Discussed with management the basis of the key assumptions being applied in the VIU cash flows and performed the following in respect of the key assumptions used in the Television, Radio and IP CGUs; <ul style="list-style-type: none"> <li>(i) compared the compounded revenue growth rates in the projection periods to historical results and industry forecasts;</li> <li>(ii) assessed the components used in determining discount rates used in the model by taking into consideration risks associated with the cash flows and comparing them to market data and industry research with the assistance of our valuation experts;</li> <li>(iii) compared the terminal growth rates used in determining the terminal value to market forecast.</li> </ul> </li> <li>Checked management's sensitivity analysis on the key assumptions used in the impairment assessment to assess the possible changes to any of the key assumptions that would cause the recoverable amount to be less than the carrying amount.</li> </ul> <p>Based on the procedures performed above, we did not find any material exceptions to the Director's conclusion that no impairment is required for goodwill, intellectual properties, brands and spectrums as at 31 January 2021.</p>

### Report on the Audit of the Financial Statements (Cont'd.)

#### Key audit matters (Cont'd.)

Key audit matters	How our audit addressed the key audit matters
<p><b>Assessment of carrying values of goodwill, intellectual properties, brands, spectrums and cost of investments in subsidiaries (Cont'd.)</b></p> <p>(b) Cost of investments in subsidiaries (Company financial statements)</p> <p>As at 31 January 2021, the carrying value of investments in subsidiaries is RM7,209 million.</p> <p>Management performed impairment assessments of certain investments in subsidiaries, which had impairment indicators.</p> <p>We focused on this area due to the significant judgements and assumptions made by management in determining the recoverable amount of the investments given the current operating environment.</p> <p>The recoverable amounts of investments in subsidiaries were determined based on discounted cash flows taking into account financing and tax cash flows of subsidiaries which are available for distribution as dividends.</p>	<p>In addition to the procedures performed on the cash flows from the goodwill, intellectual properties, brands and spectrums as described above, we performed the following audit procedures:</p> <ul style="list-style-type: none"> <li>(i) agreed the cash flows used to determine the recoverable amount of the investments in subsidiaries to cash flows used to determine the recoverable amount of goodwill, intellectual properties, brands and spectrums which we have assessed above;</li> <li>(ii) checked that the cash flows used to determine the recoverable amount of the investments in subsidiaries had been appropriately adjusted for financing and tax cash flows of the respective subsidiaries; and</li> <li>(iii) checked the reasonableness of the discount rate with the assistance of our valuation experts.</li> </ul> <p>Based on the procedures performed above, we did not find any material exceptions to the Directors' conclusion that no impairment is required for investments in subsidiaries as at 31 January 2021.</p>

## Independent Auditors' Report

To the Members of Astro Malaysia Holdings Berhad  
(Incorporated in Malaysia) (Company No. 201101004392 (932533-V))

### Report on the Audit of the Financial Statements (Cont'd.)

#### Key audit matters (Cont'd.)

Key audit matters	How our audit addressed the key audit matters
<p><b>Subscription revenue recognition</b></p> <p><i>Refer to Note 3Q – Summary of Significant Accounting Policies – Revenue recognition and Note 5 – Revenue.</i></p> <p>The Group recorded subscription revenue of RM3,247.1 million for the financial year ended 31 January 2021 and it represents a significant component of the Group's revenue.</p> <p>Given the complexity of the billing and accounting systems, there is an increased level of inherent risk due to error in revenue recognition, in particular surrounding the accuracy and recognition period of the subscription revenue transactions.</p> <p>We focused on this area as the accuracy and recognition period of subscription revenue involved the use of complex billing and accounting systems to process large volume of data which include multiple subscription packages.</p>	<p>We performed the following audit procedures:</p> <ul style="list-style-type: none"> <li>• Tested the overall IT general controls of the billing and accounting systems of the revenue data recorded;</li> <li>• Tested the application controls on the accounting system of the revenue data recorded;</li> <li>• Recomputed contract liabilities on a sample basis and compared the calculation to the general ledger to assess proper revenue recognition period;</li> <li>• Tested automated controls over pricing changes in relation to subscription packages; and</li> <li>• Used Computer Assisted Audit Techniques to assess whether subscription revenue transactions are captured accurately in the appropriate periods by performing the following:             <ul style="list-style-type: none"> <li>(i) compared on sample basis the revenue captured in the billing system to the accounting system;</li> <li>(ii) reconciled the charges billed to the subscriber to the services delivered; and</li> <li>(iii) profiled data to identify any potential unusual manual journals entries in subscription revenue account for further analysis.</li> </ul> </li> </ul> <p>Based on our procedures, we noted no material exceptions in the accuracy and recognition period of the subscription revenue.</p>

### Report on the Audit of the Financial Statements (Cont'd.)

#### Information other than the financial statements and auditors' report thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors' Report and other sections of the FY21 Integrated Annual Report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

#### Responsibilities of the Directors for the financial statements

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

#### Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## Independent Auditors' Report

To the Members of Astro Malaysia Holdings Berhad  
(Incorporated in Malaysia) (Company No. 201101004392 (932533-V))

### Report on the Audit of the Financial Statements (Cont'd.)

#### Auditors' responsibilities for the audit of the financial statements (Cont'd.)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

### Report on the Audit of the Financial Statements (Cont'd.)

#### Auditors' responsibilities for the audit of the financial statements (Cont'd.)

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

#### Report On Other Legal And Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 15 to the financial statements.

#### Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.



PRICEWATERHOUSECOOPERS PLT  
LLP0014401-LCA & AF 1146  
Chartered Accountants

Kuala Lumpur  
15 April 2021



PAULINE HO  
02684/11/2021 J  
Chartered Accountant

## Income Statements

For The Financial Year Ended 31 January 2021

	Note	Group		Company	
		2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Revenue	5	4,359,668	4,911,803	452,662	808,686
Cost of sales		(2,739,863)	(3,016,242)	-	
Gross profit		1,619,805	1,895,561	452,662	808,686
Other operating income		19,552	10,268	308	247
Marketing and distribution costs		(339,881)	(384,799)	(270)	(179)
Impairment of receivables		(22,727)	(49,178)	-	480
Administrative expenses		(400,578)	(399,749)	(16,765)	(18,565)
Finance income	9(a)	23,735	29,405	4,542	7,795
Finance costs	9(b)	(206,938)	(238,915)	(10,839)	(21,851)
Share of post tax results from investments accounted for using the equity method		(125)	87	-	-
Profit before tax	6	692,843	862,680	429,638	776,613
Tax expense	10	(165,018)	(218,065)	86	(37)
Profit for the financial year		527,825	644,615	429,724	776,576
Attributable to:					
Equity holders of the Company		539,847	655,298	429,724	776,576
Non-controlling interests		(12,022)	(10,683)	-	-
		527,825	644,615	429,724	776,576
Earnings per share attributable to equity holders of the Company (RM):					
- Basic	11	0.10	0.13		
- Diluted	11	0.10	0.13		

The accompanying notes on pages 174 to 282 form part of these financial statements.

## Statements of Comprehensive Income

For The Financial Year Ended 31 January 2021

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Profit for the financial year	527,825	644,615	429,724	776,576
Other comprehensive (loss)/income:				
Items that will be reclassified subsequently to profit or loss:				
Net change in derivatives used for hedging	(39,335)	(1,144)	37	(1,798)
Net change in financial assets	-	6,572	-	-
Foreign currency translation	(842)	764	-	-
Taxation	8,790	(34)	-	-
Other comprehensive (loss)/income, net of tax	(31,387)	6,158	37	(1,798)
Total comprehensive income	496,438	650,773	429,761	774,778
Attributable to:				
Equity holders of the Company	508,460	661,456	429,761	774,778
Non-controlling interests	(12,022)	(10,683)	-	-
	496,438	650,773	429,761	774,778

The accompanying notes on pages 174 to 282 form part of these financial statements.

## Consolidated Balance Sheet

As at 31 January 2021

	Note	Group		
		2021 RM'000	2020 RM'000	1.2.2019 RM'000
<b>Non-Current Assets</b>				
Property, plant and equipment	13	598,859	720,527	2,233,114
Right-of-use assets	14	1,126,211	1,316,381	-
Investment in associates	16	-	-	-
Investment in joint ventures	17	2,089	2,214	2,127
Other investments	18	10,657	10,657	4,085
Receivables	22	237,368	218,880	180,054
Derivative financial instruments	26	318	33,639	83,171
Deferred tax assets	28	134,540	128,689	123,510
Intangible assets	20	1,934,176	2,023,727	2,091,910
		<b>4,044,218</b>	<b>4,454,714</b>	<b>4,717,971</b>
<b>Current Assets</b>				
Inventories	21	12,835	13,095	16,284
Receivables	22	571,671	668,913	808,430
Contract assets	5	11,558	8,557	9,625
Derivative financial instruments	26	27,872	58,327	64,869
Other investments	18	841,853	647,167	348,680
Tax recoverable		10,283	9,550	10,213
Deposits, cash and bank balances	23	264,932	338,095	283,486
		<b>1,741,004</b>	<b>1,743,704</b>	<b>1,541,587</b>
<b>Current Liabilities</b>				
Payables	24	904,561	854,949	1,117,175
Other financial liabilities	25	163,255	248,854	140,666
Contract liabilities	5	179,633	174,248	208,720
Derivative financial instruments	26	45,582	14,834	11,557
Borrowings	27	322,485	478,685	474,949
Tax liabilities		25,249	33,123	26,757
		<b>1,640,765</b>	<b>1,804,693</b>	<b>1,979,824</b>
<b>Net Current Assets/(Liabilities)</b>		<b>100,239</b>	<b>(60,989)</b>	<b>(438,237)</b>

The accompanying notes on pages 174 to 282 form part of these financial statements.

	Note	Group		
		2021 RM'000	2020 RM'000	1.2.2019 RM'000
<b>Non-Current Liabilities</b>				
Other financial liabilities	25	208,564	319,392	411,619
Derivative financial instruments	26	8,049	3,422	4,045
Borrowings	27	2,690,659	3,042,874	3,095,721
Deferred tax liabilities	28	88,420	89,277	89,441
		<b>2,995,692</b>	<b>3,454,965</b>	<b>3,600,826</b>
<b>NET ASSETS</b>		<b>1,148,765</b>	<b>938,760</b>	<b>678,908</b>
<b>Capital and reserves attributable to equity holders of the Company</b>				
Share capital	29	6,728,415	6,728,415	6,727,947
Exchange reserve		3,290	4,132	3,368
Capital reorganisation reserve	30	(5,470,197)	(5,470,197)	(5,470,197)
Hedging reserve	31	(29,866)	679	1,857
Fair value reserve	32	6,572	6,572	-
Share scheme reserve	33	366	-	312
Accumulated losses		(160,750)	(413,798)	(678,019)
		<b>1,077,830</b>	<b>855,803</b>	<b>585,268</b>
Non-controlling interests		70,935	82,957	93,640
<b>TOTAL EQUITY</b>		<b>1,148,765</b>	<b>938,760</b>	<b>678,908</b>

The accompanying notes on pages 174 to 282 form part of these financial statements.



## Company Statement of Changes in Equity

For the Financial Year Ended 31 January 2021

	Share capital (Note 29) RM'000	Hedging reserve (Note 31) RM'000	Share scheme reserve (Note 33) RM'000	Retained earnings RM'000	Total RM'000
<b>Financial year ended 31 January 2021</b>					
At 31 January 2020	6,728,405	(448)	-	554,114	7,282,071
Profit for the financial year	-	-	-	429,724	429,724
Other comprehensive income for the financial year	-	37	-	-	37
<b>Total comprehensive income for the financial year</b>	-	37	-	429,724	429,761
Ordinary shares dividends declared (Note 12)	-	-	-	(286,799)	(286,799)
Share-based payment transaction	-	-	366	-	366
<b>Transactions with owners</b>	-	-	366	(286,799)	(286,433)
At 31 January 2021	6,728,405	(411)	366	697,039	7,425,399
<b>Financial year ended 31 January 2020</b>					
At 31 January 2019	6,727,937	1,350	312	168,615	6,898,214
Profit for the financial year	-	-	-	776,576	776,576
Other comprehensive loss for the financial year	-	(1,798)	-	-	(1,798)
<b>Total comprehensive (loss)/income for the financial year</b>	-	(1,798)	-	776,576	774,778
Ordinary shares dividends declared (Note 12)	-	-	-	(391,077)	(391,077)
Share grant exercised	468	-	(468)	-	-
Share-based payment transaction	-	-	156	-	156
<b>Transactions with owners</b>	468	-	(312)	(391,077)	(390,921)
At 31 January 2020	6,728,405	(448)	-	554,114	7,282,071

The accompanying notes on pages 174 to 282 form part of these financial statements.

## Statements of Cash Flows

For The Financial Year Ended 31 January 2021

	Note	Group		Company	
		2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>Cash Flows From Operating Activities</b>					
Profit before tax		692,843	862,680	429,638	776,613
Adjustments for:					
Bad debts written off		-	1,195	-	-
Barter transactions – revenue		(3,046)	(11,643)	-	-
Contract cost amortisation		39,976	49,614	-	-
Dividend income – unit trusts	9(a)	(18,353)	(18,246)	(3,699)	(3,022)
Dividend income		-	-	(447,912)	(804,409)
Event licence rights:					
- amortisation		114	115	-	-
Fair value loss/(gain) on unit trusts		898	-	(6)	-
Fair value loss on derivatives recycled to income statement arising from:					
- Foreign exchange risk		52,752	50,446	54,318	53,767
- Interest rate risk		6,819	2,973	3,631	2,311
Film library and programme rights:					
- amortisation		309,791	373,150	-	-
- impairment		9,319	1,923	-	-
Impairment of receivables		35,238	51,467	-	-
Interest expense	9(b)	205,746	232,762	7,208	19,540
Interest income	9(a)	(7,187)	(11,159)	(743)	(4,773)
Inventories written off		285	386	-	-
Loss/(gain) on disposal of unit trusts		907	-	(94)	-
Property, plant and equipment:					
- depreciation		266,871	299,627	14	14
- gain on disposal		(4,761)	(887)	-	-
- impairment		-	146	-	-
- written off		865	321	-	-
Right-of-use:					
- depreciation		188,422	188,339	-	-
- impairment		5,305	-	-	-
- gain on termination		(18)	-	-	-
Share-based payments	7	366	156	6	-
Share of post tax results from investments accounted for using the equity method		125	(87)	-	-
Software:					
- amortisation		131,746	156,655	-	-
- impairment		2,054	5,467	-	-
- gain on disposal		(853)	-	-	-
- written off		-	181	-	-
Unrealised foreign exchange gains, net		(70,458)	(54,998)	(54,317)	(53,770)
Write back of advances		-	-	-	(480)
Write back of bad debts		(12,511)	(3,485)	-	-

The accompanying notes on pages 174 to 282 form part of these financial statements.



## Statements of Cash Flows

For The Financial Year Ended 31 January 2021

	Note	Group		Company	
		2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>Cash Flows From Operating Activities (Cont'd.)</b>					
<b>Operating profit/(loss) before changes in working capital</b>		<b>1,833,255</b>	<b>2,177,098</b>	<b>(11,956)</b>	<b>(14,209)</b>
Changes in working capital:					
Inventories		(25)	2,803	-	-
Receivables and prepayments		1,525	(11,791)	11,418	23,122
Payables		11,682	(288,909)	436	(3,746)
Cash from operations:		<b>1,846,437</b>	<b>1,879,201</b>	<b>(102)</b>	<b>5,167</b>
Dividend received		-	-	463,890	574,357
Dividend received – unit trusts		3,674	-	529	-
Interest received		4,293	8,455	265	1,593
(Tax paid)/tax refund		(171,543)	(216,413)	93	272
<b>Net cash generated from operating activities</b>		<b>1,682,861</b>	<b>1,671,243</b>	<b>464,675</b>	<b>581,389</b>
<b>Cash Flows From Investing Activities</b>					
Advances to subsidiaries		-	-	-	(1,000)
Financial assets:					
- net (purchase)/disposal of unit trusts		(181,812)	(280,241)	79,056	(108,804)
Intangible assets:					
- purchase of software		(102,204)	(152,304)	-	-
- proceeds from disposal of software		853	-	-	-
- acquisition of film library and programme rights		(261,876)	(315,020)	-	-
Interest received on:					
- advances to subsidiaries		-	-	2,413	4,856
Investment in subsidiaries	15	-	-	-	(12)
Property, plant and equipment:					
- purchase		(36,544)	(28,817)	(11)	(4)
- proceeds from disposal		5,059	1,293	-	2
Repayment from subsidiaries		-	-	9,050	102,505
Withdrawal of fixed deposits with maturity of more than 3 months		42,500	500	-	-
<b>Net cash (used in)/generated from investing activities</b>		<b>(534,024)</b>	<b>(774,589)</b>	<b>90,508</b>	<b>(2,457)</b>

The accompanying notes on pages 174 to 282 form part of these financial statements.

	Note	Group		Company	
		2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>Cash Flows From Financing Activities</b>					
Dividends paid	12	(286,799)	(391,077)	(286,799)	(391,077)
Drawdown of borrowings		300,000	300,000	-	-
Interest paid		(115,117)	(121,983)	(12,492)	(23,028)
Payment for set-top boxes		(248,853)	(140,666)	-	-
Payment of lease interest		(84,926)	(94,061)	-	-
Repayment of borrowings		(561,936)	(224,436)	(261,936)	(224,436)
Repayment of lease liabilities		(181,027)	(170,086)	-	-
<b>Net cash used in financing activities</b>		<b>(1,178,658)</b>	<b>(842,309)</b>	<b>(561,227)</b>	<b>(638,541)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(29,821)</b>	<b>54,345</b>	<b>(6,044)</b>	<b>(59,609)</b>
Effects of foreign exchange rate changes		(842)	764	-	-
<b>Cash and cash equivalents at beginning of the financial year</b>		<b>295,595</b>	<b>240,486</b>	<b>6,143</b>	<b>65,752</b>
<b>Cash and cash equivalents at end of the financial year</b>	23	<b>264,932</b>	<b>295,595</b>	<b>99</b>	<b>6,143</b>

The principal non-cash transactions are as disclosed in Note 34.

The accompanying notes on pages 174 to 282 form part of these financial statements.

# Notes to the Financial Statements

31 January 2021

## 1 General Information

The principal activity of the Company is investment holding. The Group is primarily engaged in the provision of television service; radio services; film library licensing; content creation, aggregation and distribution; talent management; multimedia interactive services; digital media and home shopping. The principal activities of the subsidiaries are as disclosed in Note 15 to the financial statements.

There were no significant changes in the nature of these activities of the Group and of the Company during the financial year.

The Company and its subsidiaries are collectively referred to as the Group.

The Company is incorporated and domiciled in Malaysia and is listed and quoted on the Official List of the Main Market of Bursa Malaysia Securities Berhad.

The address of the registered office and principal place of business of the Company is as follows:

All Asia Broadcast Centre  
Technology Park Malaysia  
Lebuhraya Puchong-Sungai Besi  
Bukit Jalil, 57000, Kuala Lumpur

## 2 Financial Risk Management Objectives and Policies

The Group's activities expose it to a variety of financial risks, including foreign currency exchange risk, interest rate risk, credit risk, liquidity and cash flow risk, price risk and capital risk. The Group's overall financial risk management objective is to minimise potential adverse effects on the financial performance of the Group.

The Group uses derivative financial instruments such as forward foreign currency exchange contracts and a mixture of fixed and floating interest rate instruments to hedge certain exposures.

### (a) Foreign currency exchange risk

The Group is exposed to foreign currency exchange risk as a result of the foreign currency transactions entered into by the Group in currencies other than its functional currency. Forward foreign currency exchange contracts and foreign currency options are used to limit exposure to currency fluctuations on foreign currency payables and other financial liabilities and on cash flows generated from anticipated transactions denominated in foreign currencies. Cross-currency interest rate swaps are used to limit exposure to currency fluctuations on borrowings and other financial liabilities.

### (b) Interest rate risk

The Group's interest rate exposure arises principally from the Group's borrowings and other financial liabilities. The interest rate risk is managed through the use of fixed and floating interest rate instruments.

### (c) Credit risk

The Group has no significant concentrations of credit risk. Customer credit risk exposure is managed with a combination of credit limits and arrears monitoring procedures. Deposits of cash are placed only with financial institutions with strong credit ratings and investment in unit trusts are made only in cash/money market and fixed income i.e. very liquid funds.

## 2 Financial Risk Management Objectives and Policies (Cont'd.)

### (d) Liquidity and cash flow risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying businesses, the Group's treasury aims to maintain flexibility in funding by keeping committed credit facilities available and if necessary, obtain additional debt and equity funding.

### (e) Price risk

The Group is exposed to price risk resulting from investment in unit trusts classified as fair value through profit or loss on the balance sheet. To manage its price risk arising from investment in unit trusts, the Group diversifies its portfolio in various financial institutions. The Group is not exposed to commodity price risk.

### (f) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to reduce the cost of capital.

The Group and Company will balance their overall capital structure through the payment of dividends, issuance of new shares as well as the issue of new debt or the repayment of existing borrowings.

### (g) Fair value estimation

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date. Estimated discounted cash flows are used to determine the fair value of financial instruments. The fair value of forward foreign exchange contracts and foreign currency options are determined using quoted forward exchange rates at the balance sheet date. The fair values of cross-currency interest rate swaps and interest rate swaps are calculated using observable market interest rate and yield curves with estimated future cash flows being discounted to present value. The fair value of non-current other investments is determined by reference to recent sales price of a comparable transaction with a third party.

Further details on financial risks are disclosed in Note 37.

## 3 Summary of Significant Accounting Policies

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the financial statements.

### A Basis of preparation

The financial statements of the Group and Company have been prepared under the historical cost convention.

The financial statements of the Group and Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand ('000), unless otherwise indicated.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### A Basis of preparation (Cont'd.)

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reported year. It also requires Directors to exercise their judgement in the process of applying the Group and Company's accounting policies. Although these estimates and judgement are based on the Directors' best knowledge of current events and actions, actual results may differ. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4 to the financial statements.

The COVID-19 pandemic is disrupting business environments and dismantling global supply chains and financial markets. To curb the spread of COVID-19 virus in Malaysia, the Movement Control Order ("MCO") was implemented since 18 March 2020. Throughout the year, varying lockdown restrictions affected economic sectors and business activities, including the Group's installation activities and key contents. The Group is impacted in terms of revenue as it granted a one-off sports pack rebate and saw lower advertising spends.

#### (a) Standards, amendments to published standards and interpretations that are effective

The Group and Company have applied the following amendments for the first time for the financial year beginning on 1 February 2020:

- Amendments to References to the Conceptual Framework in MFRS Standards
- Definitions of a Business (Amendments to MFRS 3 Business Combinations)
- Definition of Material (Amendments to MFRS 101 Presentation of Financial Statements and MFRS 108 Accounting Policies, Changes in Accounting Estimates and Errors)
- Interest Rate Benchmark Reform (Amendments to MFRS 9, MFRS 139 and MFRS 7)

#### (b) Standards, amendments to published standards and interpretations to existing standards that have been issued but not yet effective

A number of new standards, amendments to published standards and interpretations are effective for financial year beginning on/after 1 February 2021. None of these is expected to have significant impact on the financial statements of the Group and Company, except the following set out below:

##### (i) Financial years beginning on/after 1 February 2021

- COVID-19-Related Rent Concessions (Amendments to MFRS 16)
- Amendments to MFRSs contained in the document entitled "Annual Improvements to MFRS Standards 2018-2020"
- Reference to the Conceptual Framework (Amendments to MFRS 3)
- Property, Plant and Equipment - Proceeds before Intended Use (Amendments to MFRS 116)
- Onerous Contracts - Cost of Fulfilling a Contract (Amendments to MFRS 137)
- Classification of Liabilities as Current or Non-current (Amendments to MFRS 101 Presentation of Financial Statements)

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### A Basis of preparation (Cont'd.)

#### (b) Standards, amendments to published standards and interpretations to existing standards that have been issued but not yet effective (Cont'd.)

##### (ii) Effective date yet to be determined by Malaysian Accounting Standards Board

- Amendments to MFRS 10 and MFRS 128 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The adoption of the above applicable standards, amendments to published standards and interpretations to existing standards are not expected to have a material impact on the financial statements of the Group and Company.

There are no other standards, amendments to published standards and interpretations to existing standards that are not effective that would be expected to have a material impact on the Group and Company.

#### B Consolidation

#### (a) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group and are de-consolidated from the date that control ceases.

Under the acquisition method of accounting, as adopted on acquisition of commonly controlled companies, the cost of an acquisition is measured as the fair value of the assets acquired and liabilities incurred or assumed at the date of exchange. If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date, and any gains or losses arising from such re-measurement are recognised in the income statement. Identifiable assets acquired and liabilities and contingent liabilities assumed are measured initially at their fair values at the acquisition date, irrespective of the extent of the non-controlling interest. The excess of the cost of acquisition over the fair value of the Group's share of the identifiable net assets of the subsidiary acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the income statement.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred assets. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group ceases to have control, any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in the income statement. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to the income statement.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### B Consolidation (Cont'd.)

##### (b) Non-controlling interests

Non-controlling interests are measured at their share of the post acquisition fair values of the identifiable assets and liabilities of the invested entities. Total comprehensive income of subsidiaries is attributable to the equity holders of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

##### (c) Associates

Associates are entities over which the Group generally has between 20% and 50% of the voting rights, or over which the Group has significant influence over their operating and financial policies, but over which it does not have control.

Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The Group's investment in associates includes goodwill (net of accumulated impairment) on acquisition. Under this method, the Group's share of the post-acquisition profits or losses of associates is recognised in the income statement and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the cost of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, the Group does not recognise further losses, unless the Group has incurred legal or constructive obligations or made payment on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. An impairment loss is recognised for the amount by which the carrying amount of the associate exceeds its recoverable amount.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated, unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group ceases to equity account its associate because of a loss of significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as a financial asset. In addition, any amount previously recognised in other comprehensive income in respect of the entity is accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

Dilution gains and losses arising in investments in associates are recognised in the income statement.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### B Consolidation (Cont'd.)

##### (d) Joint arrangements

A joint arrangement is an arrangement of which there is contractually agreed sharing of control by the Group with one or more parties, where decisions about the relevant activities relating to the joint arrangement require unanimous consent of the parties sharing control. The classification of a joint arrangement as a joint operation or a joint venture depends upon the rights and obligations of the parties to the arrangement. A joint venture is a joint arrangement whereby the joint venturers have rights to the net assets of the arrangement. A joint operation is a joint arrangement whereby the joint operators have rights to the assets and obligations for the liabilities, relating to the arrangement.

The Group's interests in joint ventures are accounted for in the financial statements by the equity method of accounting. Under the equity method of accounting, interests in joint ventures are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses and movements in other comprehensive income. Dividends received or receivable from a joint venture are recognised as a reduction in the carrying amount of the investment. When the Group's share of losses in a joint venture equals or exceeds its interests in the joint ventures (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint ventures), the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the joint ventures.

The Group determines at each reporting date whether there is any objective evidence that the investment in the joint venture is impaired. An impairment loss is recognised for the amount by which the carrying amount of the joint venture exceeds its recoverable amount.

Unrealised gains on transactions between the Group and its joint venture are eliminated to the extent of the Group's interest in the joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group ceases to equity account its joint venture because of a loss of joint control, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate or financial asset. In addition, any amount previously recognised in other comprehensive income in respect of the entity is accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture is reduced but joint control is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### C Property, plant and equipment

Property, plant and equipment are stated at cost (inclusive of sales and services tax), less accumulated depreciation and impairment losses.

Depreciation is calculated on a straight line basis to write off the cost of each asset to the residual value over its estimated useful life. Leased assets capitalised are depreciated over their estimated useful lives or lease period, whichever is shorter.

The estimated useful lives of the assets are as follows:

Buildings	40 years
Satellite transponders	15 years
Equipment, fixtures and fittings	2 - 10 years
Broadcast and transmission equipment	3 - 10 years

Freehold land is not depreciated as it has an unlimited useful life.

Included in broadcast and transmission equipment are set-top boxes and outdoor dish units (collectively called "Pay-TV set-top boxes") used to provide the Astro High Definition Services to Astro subscribers. These Pay-TV set-top boxes remain the property of the Group after installation. The Pay-TV set-top boxes are capitalised and depreciated over their useful economic life of 3 years.

No depreciation is calculated on assets under construction until the assets are completed and are ready for their intended use.

The opening balance as at 1 February 2019 for property, plant and equipment is impacted by the adoption of MFRS 16 as leased assets are reclassified as right-of-use assets.

At each balance sheet date, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 3(G) on impairment of non-financial assets.

Interest costs on borrowings to finance the construction of property, plant and equipment are capitalised as part of the cost of the asset during the period of time that is required to complete and prepare the asset for its intended use. Other borrowing costs are expensed.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount and are included in the income statement.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### D Leases

##### The Group as a lessee

Leases are recognised as right-of-use ("ROU") assets and a corresponding liability at the date on which the leased asset is available for use by the Group (i.e. the commencement date).

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative standalone prices.

##### (a) Lease term

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not to be terminated).

The Group reassesses the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Group and affects whether the Group is reasonably certain to exercise an option not previously included in the determination of lease term, or not to exercise an option previously included in the determination of lease term. A revision in the lease term results in remeasurement of the lease liabilities (refer to (d) below).

##### (b) ROU assets

ROU assets are initially measured at cost comprising the following:

- (i) The amount of the initial measurement of lease liability;
- (ii) Any lease payments made at or before the commencement date less any lease incentive received;
- (iii) Any initial direct costs; and
- (iv) Decommissioning or restoration costs.

ROU assets are subsequently measured at cost, less accumulated depreciation and impairment loss (if any). The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the ROU asset is depreciated over the underlying asset's useful life. In addition, the ROU assets are adjusted for certain remeasurement of the lease liabilities. ROU assets are presented as a separate line item in the balance sheet. Lease terms are generally negotiated on an individual basis.

##### (c) Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at that date. The lease payments include the following:

- (i) Fixed payments (including in-substance fixed payments), less any lease incentive receivable;
- (ii) Variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- (iii) Amounts expected to be payable by the Group under residual value guarantees;
- (iv) The exercise price of a purchase and extension options if the group is reasonably certain to exercise that option; and
- (v) Payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### D Leases (Cont'd.)

The Group as a lessee (Cont'd.)

##### (c) Lease liabilities (Cont'd.)

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used. This is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the ROU in a similar economic environment with similar terms, security and conditions.

Lease payments are allocated between principal and finance cost. The finance cost is charged to income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents the lease liabilities as part of borrowings in the balance sheet. Interest expense on the lease liability is presented within the finance cost in the income statement.

##### (d) Reassessment of lease liabilities

The Group is also exposed to potential future increases in variable lease payments that depend on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is remeasured and adjusted against the ROU assets.

##### (e) Short-term leases and leases of low-value assets

Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture. Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in income statement.

#### E Intangible assets

##### (a) Goodwill

Goodwill represents the excess of the aggregate of the fair value of the consideration transferred of an acquisition of a subsidiary/associate/joint venture, the amount of any non-controlling interest in the subsidiary/associate/joint venture and the acquisition-date fair value of any previous equity interest in the subsidiary/associate/joint venture over the fair value of the Group's share of the net identifiable assets acquired and liabilities assumed of the acquired subsidiary/associate/joint venture at the date of acquisition. Goodwill on acquisition of subsidiaries is included in intangible assets. Goodwill on acquisition of investments accounted for using the equity method is included in the investments. Goodwill is not amortised, but is subject to an annual review for impairment and carried at cost less accumulated impairment losses. Any impairment is recognised immediately as an expense and is not subsequently reversed. The calculation of the gains and losses on the disposal takes into account the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose, identified according to operating segment.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### E Intangible assets (Cont'd.)

##### (b) Computer software

Costs that are directly associated with identifiable and unique software products controlled by the Group and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Costs associated with maintaining computer software programmes are recognised as an expense when incurred.

Expenditure that enhances or extends the performance of computer software programmes beyond their original specifications is recognised as a capital improvement and added to the original cost of the software. Computer software costs recognised as assets are amortised using the straight-line method over their estimated useful economic lives of 3 – 4 years. Amortisation is included in cost of sales, administrative expenses and marketing and distribution costs as appropriate.

##### (c) Software development

No amortisation is calculated on software development until the software is completed and is ready for its intended use.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads. Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

At each balance sheet date, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 3(G) on impairment of non-financial assets.

##### (d) Brands

Brands acquired in a business combination relating to the radio business are recognised at fair value at the acquisition date. The brands have an indefinite useful life and are not amortised, but are subject to annual review for impairment and carried at cost less accumulated impairment losses. Any impairment is charged to the income statement as it arises.

The useful lives of the brands are estimated to be indefinite based on a strong position in the market and the clear precedence of similar radio companies which have adopted an indefinite life for the radio brands. Management believes there is no foreseeable limit to the period over which the brands are expected to generate net cash inflows for the Group.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### E Intangible assets (Cont'd.)

##### (e) Film library and programme rights

The film library comprises acquired films and films produced for the Group with the primary intention to exploit the library through release and licensing of such films as part of the Group's long-term operations. The film library is stated at cost less accumulated amortisation.

Amortisation of film library is on an individual film basis based on the proportion of the actual revenue earned during the financial year over the estimated total revenue expected to be earned over the revenue period, not exceeding three years, commencing from the date when revenue is first generated. Estimated ultimate revenue expected to be earned is reviewed periodically and additional impairment losses are recognised if appropriate. Amortisation is included in cost of sales.

The cost of film under production comprises expenditure incurred in the production of films and is stated at cost. The amortisation of the cost incurred for the production in progress will commence in the period that the motion pictures are screened in the cinemas.

The programme rights comprise rights licensed from third parties and programmes produced for the Group and production in progress with the primary intention to broadcast in the normal course of the Group's operating cycle. The rights are stated at cost less accumulated amortisation.

The Group amortises programme rights based on an accelerated basis over the license period, or estimated useful life if shorter, from the date of first transmission, to match the costs of consumption with the estimated benefits to be received. Amortisation is included in cost of sales. The amortisation period is not more than two years.

The cost of programme rights for sports is amortised on a straight-line basis over a season or annually, depending on the expected consumption of the rights. Live and one-off events are fully amortised on the date of first transmission.

At each balance sheet date, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 3(G) on impairment of non-financial assets.

##### (f) Event licence rights

Events license rights are stated at cost less accumulated amortisation and any impairment losses. These rights are amortised over the remaining term of the rights agreements and are tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired.

##### (g) Spectrums

Spectrums relating to the radio business are recognised at cost at the acquisition date. The spectrums have an indefinite useful life and are not amortised, but are subject to annual review for impairment and carried at cost less accumulated impairment losses. Any impairment is charged to the income statement as it arises.

The useful lives of the spectrums are estimated to be indefinite as management intends to utilise the spectrums to broadcast and generate net cash inflows for the Group indefinitely. Also, the costs associated with the renewal process are insignificant to the future economic value of the business.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### E Intangible assets (Cont'd.)

##### (h) Intellectual properties

Intellectual properties relating to the publication businesses are recognised at cost at the acquisition date. The intellectual properties have an indefinite useful life and are not amortised, but are subject to annual review for impairment and carried at cost less accumulated impairment losses. Any impairment is charged to the income statement as it arises.

The useful lives of the intellectual properties are estimated to be indefinite on the basis that there is no foreseeable limit to the period over which the intellectual properties are expected to generate net cash inflows for the Group.

#### F Turnaround channel transmission rights

The cost of turnaround channels (programme provider fees), where the Group has immediate transmission rights, is expensed as incurred.

#### G Impairment of non-financial assets

Assets that have an indefinite useful life, for example goodwill or intangible assets not ready to use, are not subject to amortisation or depreciation and are tested annually for impairment. Assets that are subject to amortisation or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

The impairment loss is charged to the income statement unless it reverses a previous revaluation in which case it is charged to the revaluation surplus. In respect of other assets, any subsequent increase in recoverable amount is recognised in the income statement unless it reverses an impairment loss on a revalued asset in which case it is taken to revaluation surplus.

#### H Inventories

Inventories which principally comprise set-top boxes used in the provision of non-subscription services, merchandise and other materials are stated at the lower of cost and net realisable value. Costs of purchased inventory are determined after deducting rebates and discounts.

Costs of purchased inventory (inclusive sales and services tax) are determined after deducting rebates, discounts.

Cost is determined based on the weighted average cost method. Where appropriate, allowance is made for obsolete or slow-moving inventories based on management's analysis of inventory levels and future sales forecasts.

Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### I Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is capitalised as prepayment until the drawdown occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period for the facility to which it relates.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of the borrowings that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in income statement within finance costs.

#### J Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities. This liability is measured using the single best estimate of the most likely outcome.

Deferred tax is recognised, using the liability method, on temporary differences arising between the amounts attributed to assets and liabilities for tax purposes and their carrying amounts in the financial statements. However, deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred tax is determined using tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unused tax losses or unused tax credits can be utilised.

Deferred tax is recognised on temporary differences arising on investments in subsidiaries, associates and joint ventures except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred and income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### K Employee benefits

##### (a) Short-term employee benefits

Wages, salaries, paid annual leave, bonuses, and non-monetary benefits are accrued in the financial period in which the associated services are rendered by employees of the Group. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

##### (b) Defined contribution plans

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees benefits relating to employee service in the current and prior periods.

The Group pays contributions to publicly administered pension plans on a mandatory, contractual or voluntary basis, that are charged to income statement in the period to which they relate. Once the contributions have been paid, the Group has no further payment obligations. The regular contributions are accounted for on the accruals basis.

##### (c) Termination benefits/separation scheme

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of MFRS 137 Provision, Contingent Liabilities and Contingent Assets and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

##### (d) Share-based payment transactions

The Group and Company operate an equity settled share-based compensation plan under which the Group and Company receive services from employees as consideration for equity instruments (options) of the Company. The fair value of the employee services received in exchange for the grant of the share awards is recognised as an expense with a corresponding increase to equity. The total amount to be expensed over the vesting period is determined by reference to the fair value of the share awards granted, excluding the impact of any service and non-market performance vesting conditions.

Non-market vesting conditions are included in assumptions about the number of options that are expected to vest. The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of the reporting period, the Company revises its estimates of the number of options that are expected to vest based on the non-market vesting conditions. It recognises the impact of the revision to original estimates, if any, is recognised in the income statement, with a corresponding adjustment to share option reserve in equity.

When the options are exercised, the Company issues new shares. The proceeds received net of any directly attributable transaction costs are credited to share capital when the options are exercised. When options are not exercised and lapsed, the share option reserve is transferred to retained earnings.

The fair value of the share awards is measured using the Monte Carlo Simulation Model. Measurement inputs include share price on the measurement date, expected volatility (based on weighted average historic volatility adjusted for changes expected due to publicly available information), expected dividends, and the risk-free interest rate (based on Malaysian Government Securities yield).



## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### K Employee benefits (Cont'd.)

##### (e) Gratuity payments

Gratuity payments to employees are recognised when the eligibility criteria have been met and are paid when the eligible employees retire.

#### L Foreign currencies

##### (a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The financial statements are presented in RM, which is the Company's functional and presentation currency.

##### (b) Transactions and balances

Foreign currency transactions are translated into RM using the exchange rates prevailing at the transaction dates. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement, except when deferred in other comprehensive income as qualifying cash flow hedges.

##### (c) Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet;
- income and expenses for each statement of comprehensive income or separate income statement presented are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- all resulting exchange differences are recognised as a separate component of other comprehensive income.

Goodwill and fair value adjustments arising from the acquisitions of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in other comprehensive income.

#### M Cash and cash equivalents

For the purpose of the statements of cash flows, cash and cash equivalents comprise cash on hand, cash at bank and deposits with banks that have maturity periods of 3 months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### N Contingent liabilities and assets

The Group does not recognise a contingent liability but discloses its existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by uncertain future events beyond the control of the Group or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in the extremely rare circumstances where there is a liability that cannot be recognised because it cannot be measured reliably.

A contingent asset is a possible asset that arises from past events whose existence will be confirmed by uncertain future events beyond the control of the Group. The Group discloses the existence of contingent assets where inflows of economic benefits are probable, but not virtually certain.

#### O Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, when it is probable that an outflow of resources will be required to settle the obligation, and when a reliable estimate of the amount can be made.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as finance cost expense.

#### P Share capital

##### (a) Classification

Ordinary shares are classified as equity. Other shares are classified as equity and/or liability according to the economic substance of the particular instrument.

##### (b) Share issuance costs

Incremental external costs directly attributable to the issuance of new shares are deducted against equity.

##### (c) Dividends

Dividends on ordinary shares are recognised as liabilities when declared, being appropriately authorised and no longer at the discretion of the Group, on or before the end of the reporting period but not distributed at the end of the reporting period, other than final dividends which are recognised when approved by the members at the Annual General Meeting.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### Q Revenue recognition

Revenue from contracts with customers is recognised by reference to each distinct performance obligation in the contract with customer. Revenue from contracts with customers is measured at its transaction price, being the amount of consideration which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, net of goods and service tax, returns, rebates and discounts. Transaction price is allocated to each performance obligation on the basis of the relative standalone selling prices of each distinct good or services promised in the contract. Depending on the substance of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

Performance obligations by type of good or service are as follows:

##### (i) Subscription

The Group provides subscription-based satellite television services to customers. Pay-TV set-top boxes are not sold as ownership of these boxes remains with the Group, as disclosed in Note 3(C). Subscription revenue is recognised over the period in which the services are rendered. The Group's obligation to provide service to a customer for which the Group has received consideration in advance from customer is presented as contract liabilities.

##### (ii) Advertising airtime sales and digital advertising sales

The Group provides advertising services over multiple platforms - TV, Radio and Digital. Advertising revenue for TV and Radio is recognised over the period in which the advertisement is broadcasted or published. Digital advertising revenue is recognised over the period in which fulfilment in accordance with the contract with customer is completed.

Certain advertising revenues are generated in barter transactions in exchange for goods or services, delivered or provided by the advertisers. Such revenues are measured at the estimated fair market value of the goods or services received. The fair market value of the goods received is recorded as an asset when they qualify for asset recognition or are otherwise expensed to income statement. Services received in exchange are expensed to income statement over the service period fulfilled by advertisers.

##### (iii) Non-subscription based set-top boxes and prepaid subscription revenue

The Group sells non-subscription based set-top boxes with pre-determined channels at a one-time fee. Customers can benefit from the usage of the non-subscription set-top boxes by viewing the channels transmitted by the Group over the life of the set-top boxes. The revenue and cost attributable to the sale of non-subscription based set-top boxes are recognised over an estimated period of 12 months.

The Group offers customers of non-subscription based set-top boxes the ability to purchase channels that are not pre-determined in the set-top boxes via prepaid voucher. Prepaid subscription revenue is recognised upon utilisation of prepaid voucher by the customers or upon expiry, whichever is earlier. Unutilised credits of prepaid voucher that have been deferred are presented as contract liabilities.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### Q Revenue recognition (Cont'd.)

Performance obligations by type of good or service are as follows (Cont'd.):

##### (iv) Provision of programme broadcast rights

Revenue from the provision of programme broadcast rights consists of provision of film library, programme rights and theatrical sales. Provision of film library and programme rights is recognised at a point in time when the rights are available to the licensee. Theatrical sales of motion pictures are recognised at a point in time the tickets for the motion pictures are sold in cinemas.

##### (v) Production service revenue

The Group provides production services, encompassing everything from pre-production, production to post-production works, of which rights of content produced are held by customers. Production service revenue is recognised over the period in which the services are rendered.

##### (vi) Licensing income

Licensing income is recognised over the contractual period the content or channel is being provided.

##### (vii) Interactive services

Fees from the development of multimedia and interactive applications (interactive services) are recognised over the contractual period in which the development takes place. Fees from the right to access multimedia and interactive applications are recognised over the period in which the services are provided.

##### (viii) Sales of merchandise

The Group operates a home shopping business through various platforms including but not limited to TV, internet/online shopping and mobile shopping. Revenue from the sales of merchandise is recognised when the Group sells a product to the customer. Payment of the transaction price is due immediately when the customer purchases the product and takes delivery. It is the Group's policy to sell its products to the end customer with a right of return within 10 days. Therefore, a refund liability (included in trade and other payables) and a right to the returned goods (included in other current assets) are recognised for the products expected to be returned. Accumulated experience is used to estimate such returns at the time of sale at a portfolio level (expected value method). The validity of this assumption and the estimated amount of returns are reassessed at each reporting date.

Revenue from other sources are recognised as follows:

(i) Dividend income from subsidiaries is recognised when the right to receive payment is established. Dividend income from financial assets at fair value through profit or loss ("FVTPL") is recognised as part of net gains or net losses on these financial instruments.

(ii) Interest income is recognised using the effective interest method.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### R Financial instruments

##### (a) Financial instruments recognised on the balance sheet

Financial instruments carried on the balance sheet include cash and bank balances, deposits, receivables, payables, borrowings and other investments. The particular recognition method adopted for financial instruments recognised on the balance sheet is disclosed in the individual accounting policy statements associated with each item.

##### (b) Fair value estimation for disclosure purposes

In assessing the fair value of financial instruments, the Group makes certain assumptions that are based on market conditions existing at each balance sheet date and applies the discounted cash flow method to discount the future cash flows to determine the fair value of the financial instruments.

The face value, less any estimated credit adjustments, for financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair values.

#### S Financial assets

##### (a) Classification

The Group and the Company classify its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income ("OCI") or through profit or loss); and
- those to be measured at amortised cost.

The Group and the Company reclassify debt investments when and only when its business model for managing those assets changes.

##### (b) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group and the Company commit to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group and the Company have transferred substantially all the risks and rewards of ownership.

##### (c) Measurement

At initial recognition, the Group and the Company measure a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in income statement.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest ("SPPI").

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### S Financial assets (Cont'd.)

##### (c) Measurement (Cont'd.)

###### Debt instruments

Subsequent measurement of debt instruments depends on the Group's and the Company's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group and the Company classify debt instruments:

##### (a) Amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent SPPI are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in respective income statement lines together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the income statement.

##### (b) Fair value through other comprehensive income ("FVOCI")

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent SPPI, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in respective income statement lines. Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in respective income statement lines and impairment expenses are presented as a separate line item in the income statement.

##### (c) FVTPL

Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. The Group and the Company may also irrevocably designate financial assets at FVTPL if doing so significantly reduces or eliminates a mismatch created by assets and liabilities being measured on different bases. Fair value changes is recognised in income statement and presented net within respective income statement lines in the period which it arises.

###### Equity instruments

The Group and the Company subsequently measure all equity investments at fair value. Where the Group's and the Company's management have elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to income statement following the derecognition of the investment. Dividends from such investments continue to be recognised in income statement as revenue or other income when the Group's and the Company's right to receive payments is established. Changes in the fair value of financial assets at FVTPL are recognised in respective income statement lines in the income statement as applicable.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### S Financial assets (Cont'd.)

##### (d) Impairment

###### (i) Impairment for debt instruments

The Group and the Company assess on a forward-looking basis the expected credit loss ("ECL") associated with its debt instruments carried at amortised cost and at FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. The Group and the Company have six types of financial instruments that are subject to the ECL model:

- Trade receivables
- Advances to subsidiaries and amounts due from subsidiaries
- Contract assets
- Other receivables
- Amounts due from related parties
- Amount due from associate

While deposits, cash and bank balances are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

ECL represents a probability-weighted estimate of the difference between the present value of cash flows according to contract and the present value of cash flows the Group and the Company expect to receive over the remaining life of the financial instrument.

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

###### (a) Simplified approach for trade receivables, contract assets, amounts due from related parties and amount due from associate

The Group and the Company apply the MFRS 9 simplified approach to measure ECL which uses a lifetime ECL for all trade receivables, contract assets, amounts due from related parties and amount due from associate.

Note 37(a) sets out the measurement details of ECL.

###### (b) General 3-stage approach for other receivables and advances to subsidiaries

At each reporting date, the Group and the Company measure ECL through loss allowance at an amount equal to 12-month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required.

Note 37(a) sets out the measurement details of ECL.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### S Financial assets (Cont'd.)

##### (d) Impairment (Cont'd.)

###### (ii) Significant increase in credit risk

The Group and the Company consider the probability of default upon initial recognition of an asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportable forward-looking information.

The following indicators are incorporated:

- internal credit rating;
- external credit rating (as far as available);
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;
- actual or expected significant changes in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor; and
- significant changes in the expected performance and behaviour of the debtor, including changes in the payment status and operating results of the debtor.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment.

###### (iii) Definition of default and credit-impaired financial assets

The Group and the Company define a financial instrument as default, which is fully aligned with the definition of credit-impaired when it meets one or more of the following criteria:

###### Quantitative criteria:

The Group and the Company define a financial instrument as default, when the counterparty fails to make contractual payment within the credit term.

###### Qualitative criteria:

The debtor meets the unlikeliness to pay criteria, which indicates the debtor is in significant financial difficulty. The Group and the Company consider the following instances:

- the debtor is in breach of financial covenants;
- concessions have been made by the lender relating to the debtor's financial difficulty;
- it is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; and
- the debtor is insolvent.

Financial instruments that are credit-impaired are assessed on an individual basis.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### S Financial assets (Cont'd.)

##### (d) Impairment (Cont'd.)

###### (iv) Groupings of instruments for ECL measured on a collective basis

###### (a) Collective assessment

To measure ECL, trade receivables arising from television services and advertising services have been grouped respectively based on shared credit risk characteristics and the days past due.

###### (b) Individual assessment

Trade receivables and contract assets which are in default or credit-impaired are assessed individually.

Advances to subsidiaries in the Company's separate financial statements are assessed on an individual basis for ECL measurement, as credit risk information is obtained and monitored based on each advance made.

###### (v) Write-off

###### (a) Trade receivables, contract assets, amounts due from related parties and amount due from associate

Trade receivables, contract assets, amounts due from related parties and amount due from associate are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group and the Company, and a failure to make contractual payments for a period of greater than 365 days past due.

Impairment losses on trade receivables, contract assets, amounts due from related parties and amount due from associate are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

###### (b) Other receivables, advances to subsidiaries and amounts due from subsidiaries

The Group and the Company write off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount. The Group and the Company may write-off financial assets that are still subject to enforcement activity. Subsequent recoveries of amounts previously written off will result in impairment gains.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### T Financial liabilities

Financial liabilities within the scope of MFRS 9 are recognised on the balance sheet when, and only when, the Group becomes a party to the contractual provisions of the financial instrument.

Financial liabilities are recognised initially at fair value, plus, in the case of financial liabilities other than derivatives, directly attributable transaction costs.

Subsequent to initial recognition, derivatives are measured at fair value at the end of the reporting period. Other financial liabilities (except for financial guarantees) are measured at amortised cost using the effective interest method.

For financial liabilities other than derivatives, gains and losses are recognised in the income statement when the liabilities are derecognised, and through the amortisation process. Any gains or losses arising from changes in fair value of derivatives are recognised in the income statement. Net gains or losses on derivatives include exchange differences.

A financial liability is derecognised when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the income statement.

#### U Derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair values at the end of each reporting period.

The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

Derivatives that do not qualify for hedge accounting are classified as held for trading and accounted for at fair value through profit or loss. Changes in the fair value are recognised immediately in income statement.

The Group documents at the inception of the hedge relationship, the economic relationship between hedging instruments and hedged items including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items. The Group documents its risk management objective and strategy for undertaking its hedge transactions.

The fair values of various derivative instruments used for hedging purposes are disclosed in the financial statements. Movements on the hedging reserve in shareholders' equity are shown in the Statement of Changes in Equity. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months, and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### U Derivative financial instruments and hedging activities (Cont'd.)

##### Cash flow hedges

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the cash flow hedge reserve within equity. The gain or loss relating to the ineffective portion is recognised immediately in the income statement.

MFRS 9 introduces the concept of 'cost of hedging' which is seen as cost of achieving the risk mitigation inherent in the hedge. The changes in these 'cost of hedging' are initially recognised within OCI as a hedging reserve in equity. Subsequently, these 'cost of hedging' is removed from equity and recognised in income statement.

When option contracts are used to hedge forecast transactions, the Group designates only the intrinsic value of the options as the hedging instruments. Since the adoption of MFRS 9, gains or losses relating to the effective portion of the change in intrinsic value of the options are recognised in other comprehensive income and accumulated in cash flow hedge reserve within equity. The changes in the time value of the options that relate to the hedged item ('aligned time value') are recognised in other comprehensive income and accumulated in costs of hedging reserve within equity.

When forward contracts are used to hedge forecast transactions, the Group generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Since the adoption of MFRS 9, gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in other comprehensive income and accumulated in cash flow hedge reserve within equity. The changes in the forward element of the contract that relate to the hedged item ('aligned forward element') are recognised in other comprehensive income and accumulated in costs of hedging reserve within equity.

Amounts accumulated in equity are reclassified in the periods when the hedged item affects profit or loss, as follows:

- Where the hedged item subsequently results in the recognition of a non-financial asset, both the deferred hedging gains and losses and the deferred time value of the option contracts or deferred forward points, if any, are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss.
- The gain or loss relating to the effective portion of the interest rate swaps hedging variable rate borrowings is recognised in profit or loss within finance cost at the same time as the interest expense on the hedged borrowings.

When a hedging instrument expires, or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative deferred gain or loss and deferred costs of hedging in equity at that time remains in equity until the forecast transaction occurs, resulting in the recognition of a non-financial asset. When the forecast transaction is no longer expected to occur, the cumulative gain or loss and deferred costs of hedging that were reported in equity are immediately reclassified to profit or loss.

#### V Earnings per ordinary share

The Group presents basic and diluted earnings per share ("EPS") data for its ordinary shares.

Basic EPS are calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period.

Diluted EPS are determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding adjusted for own shares held for the effects of all dilutive potential ordinary shares, which comprise share awards granted to employees.

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### W Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. An operating segment's operating results are reviewed regularly by the chief operating decision maker comprising the Board of Directors, to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

#### X Trade and other receivables

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. Other receivables generally arise from transactions outside the usual operating activities of the Group and Company. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at fair value. Cash flows are included in the statements of cash flows on a gross basis.

After recognition, trade and other receivables are subsequently measured at amortised cost using the effective interest method, less provision for impairment. See accounting policy Note 3S(d) on impairment of financial assets.

#### Y Trade and other payables

Trade payables represent liabilities for goods or services provided to the Group and Company prior to the end of financial year which are unpaid. Trade payables are classified as current liabilities unless payment is not due within 12 months after the reporting period. If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value. Cash flows are included in the statements of cash flows on a gross basis.

Trade payables are subsequently measured at amortised cost using the effective interest method.

#### Z Non-current assets held-for-sale

Non-current assets are classified as assets held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and investment property that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset, but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset is recognised at the date of derecognition.

Non-current assets classified as held for sale are presented separately from the other assets in the balance sheet.

## Notes to the Financial Statements

31 January 2021

### 3 Summary of Significant Accounting Policies (Cont'd.)

#### AA Offsetting financial instruments

Financial assets and liabilities are offset and the net amount presented in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

#### AB Advances to subsidiaries

Advances to subsidiaries are recognised initially at fair value. If there is any difference between cash disbursed and fair value on initial recognition, the difference would be accounted as additional investment in the subsidiary as it reflects the substance of the transaction.

Advances to subsidiaries are subsequently measured at amortised cost using the effective interest method, less loss allowance. Details on the Company's impairment policies of advances to subsidiaries are provided in Note 3S(d).

#### AC Contract assets and liabilities

Contract asset is the satisfied obligation by the Group for which billings have not been raised.

Contract liability is the unsatisfied obligation by the Group to transfer goods or services to customers for which the Group has received the consideration in advance or has billed the customers. Contract liabilities include deferred income where the Group has billed or collected before the services are provided to customers.

#### AD Contract cost assets

The Group capitalises sales commissions and non-subscription based set-top boxes as costs to obtain a contract as these are incremental costs that would not have been incurred by the Group if the respective contracts had not been obtained. The Group expects to recover these costs over the service period.

Contract cost assets are amortised on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the cost relates to.

Amortisation of contract cost assets incurred to obtain or fulfil a contract is presented within the income statement.

An impairment loss is recognised to income statement to the extent that the carrying amount of the contract cost asset recognised exceeds the remaining amount of considerations that the Group expects to receive for the specific contract that the cost relate to less additional costs required to complete the specific contract.

### 4 Critical Accounting Estimates and Judgements

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

#### (a) Programme rights

The Group amortises programme rights over the license period, or estimated useful life if shorter, from the date of first transmission, to match the costs of consumption with the estimated benefits to be received as disclosed in Note 3E(e). The estimated benefits to be received are based on management's estimates of the consumption pattern and period a programme will be broadcast. The change in programme rights amortisation resulted in an accelerated amortisation of RM25.8 million (2020 : RM21.7 million) during the financial year.

#### (b) Impairment test for goodwill, brands, spectrums and intellectual properties

Goodwill, brands, spectrums and intellectual properties which are indefinite life intangible assets, are allocated to the Group's cash-generating units ("CGUs") identified according to operating segment. The CGUs that have been allocated goodwill, brands, spectrums and intellectual properties are disclosed in Note 20 to the financial statements.

The recoverable amount of the CGUs was determined based on a value in use basis and no impairment was identified during the financial year.

The recoverable amount reflects historical results for the related CGUs taking into consideration market forecast and strategic plans of the CGUs. The cash flow projections are based on the Board approved budget for the next financial year and the strategic plan covering a three year period, after which a long term growth rate of the respective segments has been applied. Management has considered external information in completing the budget and strategic plan, including forecast economic indicators for the Malaysian market as well as the competitive landscape and potential changes in technology.

Further details of the carrying value, the key assumptions applied in the impairment assessment and sensitivity analysis to changes in the assumptions are as disclosed in Note 20.

#### (c) Investment in subsidiaries

The Company assesses the impairment of its investment in subsidiaries whenever the events or changes in circumstances indicate that the carrying amount may not be recoverable. The recoverable amounts of investments in subsidiaries were determined based on discounted cash flows taking into account financing and tax cash flows of subsidiaries which are available for distribution as dividends and no impairment was identified during the financial year.

Management has considered external information in completing the budget and strategic plan, including forecast economic indicators for the Malaysian market as well as the competitive landscape and potential changes in technology to determine the discounted cash flows.

#### (d) Measurement of ECL allowance for financial assets

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Group and the Company use judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's and the Company's past history, existing market conditions as well as forward-looking estimates at the end of the reporting period. Details of the key assumptions and inputs used are disclosed in Note 37(a).

## Notes to the Financial Statements

31 January 2021

### 4 Critical Accounting Estimates and Judgements (Cont'd.)

#### (e) Extension and termination options of leases

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. Refer to Note 14 for details about the Group's ROU assets.

#### (f) Income taxes

Significant estimates are involved in determining the Group's provision for income taxes as there are certain transactions and computations for which the final tax determination is uncertain at the reporting date.

Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

#### (g) Deferred tax assets

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences or unused tax losses can be utilised. This involves judgement regarding the future financial performance of the particular entity in which the deferred tax asset has been recognised.

### 5 Revenue and contract assets/(liabilities)

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Revenue from contract with customers (Note (a))	4,355,469	4,907,195	4,750	4,277
Revenue from other sources:				
- Dividend income from subsidiaries	-	-	447,912	804,409
- Rental income	4,199	4,608	-	-
	4,359,668	4,911,803	452,662	808,686

#### (a) Disaggregation of the Group's revenue from contracts from customers

##### Financial year ended 31 January 2021

	Television RM'000	Radio RM'000	Home- shopping RM'000	Others RM'000	Total RM'000
<b>Major goods and services</b>					
Television services:					
- Subscription	3,247,136	-	-	-	3,247,136
- Prepaid subscription	43,707	-	-	-	43,707
- Non-subscription based set-top boxes	44,417	-	-	-	44,417
- Others*	48,503	-	-	-	48,503
Advertising airtime sales:					
- barter	1,537	1,182	-	-	2,719
- non-barter	239,580	144,064	-	-	383,644
Digital advertising:					
- barter	-	327	-	-	327
- non-barter	25,900	14,898	-	-	40,798
Sales of merchandise	552	-	457,530	-	458,082
Programme and channel sales:					
- Provision of programme broadcast rights	14,792	-	-	-	14,792
- Production service revenue	19,616	55	375	-	20,046
- Licensing income	23,632	-	-	-	23,632
Others	24,312	31	3,305	18	27,666
	3,733,684	160,557	461,210	18	4,355,469
<b>Timing of revenue recognition</b>					
At a point in time	35,199	-	457,530	-	492,729
Over time	3,698,485	160,557	3,680	18	3,862,740
	3,733,684	160,557	461,210	18	4,355,469



## Notes to the Financial Statements

31 January 2021

### 5 Revenue and contract assets/(liabilities) (Cont'd.)

#### (a) Disaggregation of the Group's revenue from contracts from customers (Cont'd.)

##### Financial year ended 31 January 2020

	Television RM'000	Radio RM'000	Home- shopping RM'000	Others RM'000	Total RM'000
<b>Major goods and services</b>					
Television services:					
- Subscription	3,623,657	-	-	-	3,623,657
- Prepaid subscription	49,817	-	-	-	49,817
- Non-subscription based set-top boxes	39,114	-	-	-	39,114
- Others*	61,960	-	-	-	61,960
Advertising airtime sales:					
- barter	3,236	7,398	-	-	10,634
- non-barter	333,211	248,524	-	-	581,735
Digital advertising:					
- barter	-	1,009	-	-	1,009
- non-barter	31,048	16,771	-	-	47,819
Sales of merchandise	850	-	366,175	-	367,025
Programme and channel sales:					
- Provision of programme broadcast rights	18,284	-	-	-	18,284
- Production service revenue	32,792	-	459	-	33,251
- Licensing income	39,418	-	-	-	39,418
- Others	4,553	-	-	-	4,553
Others	27,904	92	876	47	28,919
	4,265,844	273,794	367,510	47	4,907,195
<b>Timing of revenue recognition</b>					
At a point in time	55,381	-	366,175	47	421,603
Over time	4,210,463	273,794	1,335	-	4,485,592
	4,265,844	273,794	367,510	47	4,907,195

Revenue from contracts with customers of the Company comprises management fees, recognised over time.

\* Comprise interactive services, set up fees revenue, activation fee and technical service fee.

### 5 Revenue and contract assets/(liabilities) (Cont'd.)

#### (b) Assets and liabilities related to contracts with customers:

The Group has recognised the following assets and liabilities related to contracts with customers:

##### Contract assets

	Group	
	2021 RM'000	2020 RM'000
At beginning of financial year	8,557	9,625
Transfer to receivables	(8,557)	(9,625)
Additions due to revenue recognised during the financial year	11,558	8,557
At end of financial year	11,558	8,557

Contract assets represent completed performance obligation in relation to television services and programme and channel sales for which billings have not been raised.

##### Contract liabilities

	Group	
	2021 RM'000	2020 RM'000
At beginning of financial year	174,248	208,720
Increases due to cash received	203,682	191,343
Revenue recognised in income statement during the financial year	(198,297)	(225,815)
At end of financial year	179,633	174,248

Contract liabilities mainly comprise subscription fees billed prior to services being provided and allocation of non-subscription based set-top boxes revenue over the period.

Contract liabilities represent the aggregate amount of the transaction price allocated to the remaining performance obligation and the Group will recognise this revenue as and when service is provided, which is expected to occur over the next 1 to 12 months.

## Notes to the Financial Statements

31 January 2021

### 6 Profit Before Tax

(a) The following items have been expensed off in arriving at profit before tax (excluding finance costs and finance income):

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Amortisation:				
- film library and programme rights	309,791	373,150	-	-
- event license rights	114	115	-	-
- contract costs assets	39,976	49,614	-	-
- software	131,746	156,655	-	-
Auditors' remuneration:				
- audit	1,672	1,749	510	510
- under provision of audit fees	19	-	-	-
- audit related services (including quarterly reviews)	688	768	615	695
- other services*	785	823	-	-
Bad debts written off^	-	1,195	-	-
Set-top boxes related costs	40,193	35,238	-	-
Corporate management costs	-	-	4,123	4,142
Corporate responsibility programme costs	1,345	7,698	-	-
Depreciation:				
- property, plant and equipment	266,871	299,627	14	14
- right-of-use	188,422	188,339	-	-
Impairment:				
- film library and programme rights	9,319	1,923	-	-
- software	2,054	5,467	-	-
- property, plant and equipment	-	146	-	-
- receivables^	35,238	51,467	-	-
- right-of-use	5,305	-	-	-
Insurance	2,973	3,212	-	1
Inventories written off	285	386	-	-
Maintenance expenses	95,767	94,720	174	190
Marketing and market research expenses	57,443	78,828	270	179
Professional, consultancy and other related expenses	128,661	128,989	729	1,417
Programme provider fees	827,003	973,493	-	-
Property, plant and equipment written off	865	321	-	-
Realised foreign exchange losses (net)	3,683	403	242	244

### 6 Profit Before Tax (Cont'd.)

(a) The following items have been expensed off in arriving at profit before tax (excluding finance costs and finance income) (Cont'd.):

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Rental:				
- buildings	1,103	3,309	253	270
- equipment	8,228	9,751	38	40
- storage	414	507	4	6
Staff costs (Note 7)	536,590	558,235	6,304	5,739
Selling and distribution expenses**	136,090	134,565	-	-
Software written off	-	181	-	-
Unrealised foreign exchange loss (net)	-	528	1	-

Included in cost of sales are programme provider fees, set-top boxes related costs, staff costs, amortisation of film library and programme rights, attributable portion of depreciation of property, plant and equipment and other direct expenses.

(b) The following amounts have been credited in arriving at profit before tax (excluding finance costs and finance income):

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Gain on disposal of property, plant and equipment	(4,761)	(887)	-	-
Gain on disposal of software	(853)	-	-	-
Gain on termination of right-of-use	(18)	-	-	-
Unrealised foreign exchange gains (net)	(2,374)	-	-	(3)
Write back of bad debts^	(12,511)	(3,485)	-	-
Write back of impairment on advances to subsidiary^	-	-	-	(480)
Fair value gain on derivatives recycled to income statement arising from foreign exchange risk	(8,094)	(6,998)	-	-

\* Fees for other services were incurred in connection with performance of agreed upon procedures, regulatory compliance reporting, tax and advisory services paid or payable to PwC Malaysia, auditors of the Group and Company, member firms of PwC Malaysia and member firms of PwC International Limited.

\*\* Included in selling and distribution expenses are mainly sales incentive and warehousing and distribution costs.

^ During the year, impairment of receivables has been separately presented on the face of income statement. Accordingly, the comparative income statements have been restated to be consistent with the current year's presentation.

## Notes to the Financial Statements

31 January 2021

### 7 Staff Costs (including Directors' salaries and other short-term employees' benefits)

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Wages and salaries	437,827	446,487	5,274	4,737
Employee benefits-in-kind	25,453	27,375	180	211
Social security costs	3,973	4,118	24	21
Defined contribution plans	64,070	65,008	791	703
Staff welfare and allowances	3,003	8,601	29	67
Share-based payments (Note (a))	366	156	6	-
Separation scheme*	1,898	6,490	-	-
	536,590	558,235	6,304	5,739

Directors fees, meeting allowances, estimated money value of benefits-in-kind paid to non-executive directors is disclosed in Note 8 to the financial statements.

The Group and Company contribute to the Employees Provident Fund, the national defined contribution plan. Once the contributions have been paid, the Group and Company have no further payment obligations.

\* Represents the charge in relation to the Employee Separation Scheme accepted by certain employees within the Group and Company.

#### (a) Share-based payments

The Company established the Astro Malaysia Holdings Berhad Long Term Incentive Plan ("LTIP"), which came into effect on 21 August 2020 and in force for a period of ten years. An eligible employee of the Company and its subsidiaries (excluding dormant subsidiaries) who accepts an offer under the LTIP ("Grantee") shall pay a sum of RM1.00 as non-refundable consideration for acceptance of that offer. Subject to the terms and conditions of the By-Laws governing the LTIP, the Grantees shall be entitled to receive new ordinary shares to be issued pursuant to the share awards which may comprise restricted share units ("RSUs") and/or performance share units ("PSUs"), on the scheduled vesting dates without further payment, subject to meeting the vesting conditions which comprise the performance targets stipulated by the Remuneration Committee of the Company.

##### RSU

On 11 December 2020, the Company granted share awards in respect of 800,000 new ordinary shares to the eligible employees of the Company and its subsidiaries (excluding dormant subsidiaries) as part of the RSU award under the LTIP.

Key features of the RSU are as follows:

- The RSU granted will vest upon the fulfilment of predetermined vesting conditions including company and individual performance targets, subject to the discretion of the Remuneration Committee
- Upon vesting, the Grantees shall receive new ordinary shares in the Company to be issued, on the scheduled vesting dates without further payment.

### 7 Staff Costs (including Directors' salaries and other short-term employees' benefits) (Cont'd.)

#### (a) Share-based payments (Cont'd.)

##### RSU (Cont'd.)

Details of the RSU granted:

Grant date	Vesting Date	Group 2021 Share grants '000
11 December 2020 ("RSU 1")	31 July 2023	800

The fair value of the RSU was estimated by an external valuer using the Monte Carlo Simulation Model with the following inputs:

RSU 1	Group 2021
Fair value at grant date	RM0.782
Share price at grant date	RM0.9481
Expected volatility	41.80%
Expected dividends	6.15%
Risk-free interest rate (based on Malaysian Government Securities yield)	1.99%

The volatility measured at the standard deviation of continuously compounded share returns is based on a statistical analysis of daily share prices over the available trading dates of the Company's shares.

##### PSU

On 11 December 2020, the Company granted share award of 18,281,900 PSU to the eligible employees of the Company and its subsidiaries (excluding dormant subsidiaries), including 3,458,200 PSU to the Group Chief Executive Officer, pursuant to the PSU Award under the LTIP.

Key features of the PSU are as follows:

- The PSU granted will vest upon fulfilment of predetermined vesting conditions including the Company's performance over a period of three financial years and individual performance rating, subject to the discretion of the Remuneration Committee
- Upon vesting, the Grantees shall receive new ordinary shares in the Company to be issued, on the scheduled vesting dates without further payment.

## Notes to the Financial Statements

31 January 2021

### 7 Staff Costs (including Directors' salaries and other short-term employees' benefits) (Cont'd.)

#### (a) Share-based payments (Cont'd.)

PSU (Cont'd.)

Details of the PSU granted:

Grant date	Vesting Date	Group 2021 Share grants '000
11 December 2020 ("PSU 1")	31 July 2023	18,282

Grant date	Vesting Date	Company 2021 Share grants '000
11 December 2020 ("PSU 1")	31 July 2023	366

The fair value of the PSU awards were estimated by an external valuer using the Monte Carlo Simulation Model with the following inputs:

PSU 1	Group and Company 2021
Fair value at grant date	RM0.388 – RM0.872
Share price at grant date	RM0.948
Expected volatility	41.80%
Expected dividends	6.15%
Risk-free interest rate (based on Malaysian Government Securities yield)	1.99%

The volatility measured at the standard deviation of continuously compounded share returns is based on a statistical analysis of daily share prices over the available trading dates of the Company's shares.

### 8 Directors' Remuneration

The aggregate amount of emoluments receivable by Directors during the financial year was as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>Non-Executive Directors</b>				
Fees and meeting allowances	2,935	3,039	2,935	3,029
Estimated money value of benefits-in-kind	23	30	23	30
	<b>2,958</b>	<b>3,069</b>	<b>2,958</b>	<b>3,059</b>
<b>Executive Directors*</b>				
Salaries and bonus	10,901	20,428	-	-
Defined contribution plans	1,403	3,226	-	-
Estimated money value of benefits-in-kind	35	23	-	-
Separation scheme	832	504	-	-
	<b>13,171</b>	<b>24,181</b>	<b>-</b>	<b>-</b>
<b>Total Directors' remuneration</b>	<b>16,129</b>	<b>27,250</b>	<b>2,958</b>	<b>3,059</b>

\* Includes Executive Directors of subsidiary companies to comply with the requirements of Companies Act 2016 (as disclosed in the Directors' Report).

## Notes to the Financial Statements

31 January 2021

### 9 Finance Income and Finance Costs

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>(a) Finance income:</b>				
Interest income	7,187	11,159	743	4,773
Dividend income – unit trusts	18,353	18,246	3,699	3,022
(Loss)/Gain on disposal of unit trusts	(907)	-	94	-
Fair value (loss)/gain on unit trusts	(898)	-	6	-
	<b>23,735</b>	<b>29,405</b>	<b>4,542</b>	<b>7,795</b>
<b>(b) Finance costs:</b>				
Interest expense:				
- Bank borrowings	80,728	92,916	6,311	18,468
- Lease liabilities	86,731	97,089	-	-
- Vendor financing	17,575	25,361	-	-
- Debt service and other finance costs	20,712	17,396	897	1,072
	<b>205,746</b>	<b>232,762</b>	<b>7,208</b>	<b>19,540</b>
Realised foreign exchange losses (net)	1,611	1,262	-	-
Unrealised foreign exchange gains (net)	(68,084)	(55,526)	(54,318)	(53,767)
Fair value loss on derivatives recycled to income statement arising from:				
- Foreign exchange risk	60,846	57,444	54,318	53,767
- Interest rate risk	6,819	2,973	3,631	2,311
	<b>206,938</b>	<b>238,915</b>	<b>10,839</b>	<b>21,851</b>

During the year, the Company unrealised foreign exchange and fair value loss on derivatives arising from foreign exchange risk that is recycled to income statement has been reclassified from finance income to finance cost, with no net impact. Accordingly, the comparative income statement has been restated to be consistent with the current year's presentation.

### 10 Tax Expense

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Current tax:				
- Malaysian income tax	166,254	227,023	-	-
- Foreign tax	355	446	-	-
- Over accrual in prior year	(3,673)	(4,027)	-	-
	<b>162,936</b>	<b>223,442</b>	<b>-</b>	<b>-</b>
Deferred tax (Note 28):				
- Origination and reversal of temporary differences	2,082	(5,377)	(86)	37
	<b>165,018</b>	<b>218,065</b>	<b>(86)</b>	<b>37</b>

The reconciliation between tax expense and accounting profit multiplied by the Malaysian corporate tax rate is as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Profit before tax	692,843	862,680	429,638	776,613
Tax at the Malaysian corporate tax rate of 24% (2020: 24%)	166,282	207,043	103,113	186,387
Share of post tax results from investments accounted for using the equity method	30	(21)	-	-
Expenses not deductible for tax purposes	16,350	11,428	5,261	7,482
Income not subject to tax	(6,107)	(3,422)	(108,460)	(193,832)
Effect of tax rates in foreign jurisdictions	(324)	405	-	-
Recognition and utilisation of previously unrecognised temporary differences	(8,075)	-	-	-
Over accrual in prior year	(3,673)	(4,027)	-	-
Unrecognised deferred tax assets	535	6,659	-	-
Tax expense	<b>165,018</b>	<b>218,065</b>	<b>(86)</b>	<b>37</b>

## Notes to the Financial Statements

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### 11 Earnings per Ordinary Share

The calculation of basic earnings per ordinary share for the financial year ended 31 January 2021 was based on the profit attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding.

The calculation of diluted earnings per ordinary shares for the financial year ended 31 January 2021 was based on the profit attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding after adjustment for the effects of all dilutive potential ordinary shares.

The following tables reflect the profit and share data used in the computation of basic and diluted earnings per share:

	Group	
	2021 RM'000	2020 RM'000
Profit for the year attributable to ordinary shareholders used in the computation of basic/ diluted earnings per share	539,847	655,298

#### (a) Basic earnings per share

Weighted average number of ordinary shares for basic earnings per share computation:

	Group	
	2021	2020
Weighted average number of ordinary shares for basic earnings per share* ('000)	5,214,507	5,214,369
Basic earnings per ordinary share (RM)	0.10	0.13

#### (b) Diluted earnings per share

Weighted average number of ordinary shares for basic earnings per share* ('000)	5,214,507	5,214,369
Adjustment for:		
Grant of share award under the share scheme ('000)	4,173	-
Weighted average number of ordinary shares for diluted earnings per share ('000)	5,218,680	5,214,369
Diluted earnings per ordinary share (RM)	0.10	0.13

\* The weighted average number of shares takes into account the weighted average effect of ordinary shares issued during the year.

### 12 Dividends

The followings dividends were declared and paid by the Group and the Company:

	2020 RM'000
In respect of the financial year ended 31 January 2019:	
Fourth interim single-tier dividend of RM0.015 per share on 5,214,314,500 ordinary shares, declared on 26 March 2019 and paid on 25 April 2019	78,215
In respect of the financial year ended 31 January 2020:	
First interim single-tier dividend of RM0.02 per share on 5,214,314,500 ordinary shares, declared on 25 June 2019 and paid on 25 July 2019	104,286
Second interim single-tier dividend of RM0.02 per share on 5,214,314,500 ordinary shares, declared on 12 September 2019 and paid on 11 October 2019	104,286
Third interim single-tier dividend of RM0.02 per share on 5,214,506,700 ordinary shares, declared on 4 December 2019 and paid on 3 January 2020	104,290
	312,862
	391,077

	2021 RM'000
In respect of the financial year ended 31 January 2020:	
Fourth interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares, declared on 25 March 2020 and paid on 24 April 2020	78,218
In respect of the financial year ended 31 January 2021:	
First interim single-tier dividend of RM0.01 per share on 5,214,506,700 ordinary shares, declared on 18 June 2020 and paid on 17 July 2020	52,145
Second interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares, declared on 15 September 2020 and paid on 14 October 2020	78,218
Third interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares, declared on 3 December 2020 and paid on 30 December 2020	78,218
	208,581
	286,799

Subsequent to the financial year, on 25 March 2021, the Directors declared a fourth interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares in respect of the financial year ended 31 January 2021, amounting to RM78,217,601, which will be payable on 23 April 2021.

The Directors also recommend a final single-tier dividend payment of RM0.025 per share estimated at RM130,362,668 in respect of the financial year ended 31 January 2021, subject to the approval of the Company's shareholders at the forthcoming Annual General Meeting. The final single-tier dividend will be paid on a date to be determined.

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### 13 Property, Plant and Equipment

Group	<sup>(1)</sup> Freehold land RM'000	Buildings RM'000	Equipment, fixtures and fittings RM'000	Broadcast and transmission equipment RM'000	Assets under construction RM'000	Total RM'000
<b>Net book value</b>						
At 1 February 2020	10,586	142,396	67,237	495,965	4,343	720,527
Additions	-	-	8,557	124,988 <sup>(2)</sup>	12,214	145,759
Disposal	-	-	(6)	(292)	-	(298)
Transfers between classes	-	-	1,974	5,552	(7,526)	-
Reclassification to/(from) intangible assets (Note 20)	-	-	632	1	(26)	607
Written off	-	-	(215)	(650)	-	(865)
Depreciation charge	-	(6,277)	(21,920)	(238,674)	-	(266,871)
<b>At 31 January 2021</b>	<b>10,586</b>	<b>136,119</b>	<b>56,259</b>	<b>386,890</b>	<b>9,005</b>	<b>598,859</b>
<b>At 31 January 2021</b>						
Cost	10,586	188,118	527,555	4,297,423 <sup>(3)</sup>	9,005	5,032,687
Accumulated depreciation and impairment	-	(51,999)	(471,296)	(3,910,533)	-	(4,433,828)
<b>Net book value</b>	<b>10,586</b>	<b>136,119</b>	<b>56,259</b>	<b>386,890<sup>(4)</sup></b>	<b>9,005</b>	<b>598,859</b>

### 13 Property, Plant and Equipment (Cont'd.)

Group (Cont'd.)	<sup>(1)</sup> Freehold land RM'000	Buildings RM'000	Satellite transponders RM'000	Equipment, fixtures and fittings RM'000	Broadcast and transmission equipment RM'000	Assets under construction RM'000	Total RM'000
<b>Net book value</b>							
At 1 February 2019	10,586	130,693	1,403,678	90,935	524,732	72,490	2,233,114
Effect arising from adoption of MFRS 16	-	-	(1,403,678)	(6,060)	-	-	(1,409,738)
Additions	-	-	-	2,738	186,349 <sup>(2)</sup>	12,059	201,146
Adjustments	-	(471)	-	-	-	-	(471)
Disposal	-	-	-	(112)	(294)	-	(406)
Transfers between classes	-	18,076	-	7,571	50,529	(76,176)	-
Reclassification to/(from) intangible assets (Note 20)	-	-	-	55	951	(4,030)	(3,024)
Impairment	-	-	-	-	(146)	-	(146)
Written off	-	-	-	(319)	(2)	-	(321)
Depreciation charge	-	(5,902)	-	(27,571)	(266,154)	-	(299,627)
<b>At 31 January 2020</b>	<b>10,586</b>	<b>142,396</b>	<b>-</b>	<b>67,237</b>	<b>495,965</b>	<b>4,343</b>	<b>720,527</b>
<b>At 31 January 2020</b>							
Cost	10,586	188,118	-	524,377	4,260,584 <sup>(3)</sup>	4,343	4,988,008
Accumulated depreciation and impairment	-	(45,722)	-	(457,140)	(3,764,619)	-	(4,267,481)
<b>Net book value</b>	<b>10,586</b>	<b>142,396</b>	<b>-</b>	<b>67,237</b>	<b>495,965<sup>(4)</sup></b>	<b>4,343</b>	<b>720,527</b>

<sup>(1)</sup> The Selangor State Authority's approval is required for any disposal of the land or pledging of the land as collateral or security for the benefit of third parties.

<sup>(2)</sup> Includes significant non-cash transactions of RM109,215,000 (2020: RM172,329,000) as disclosed in Note 34.

<sup>(3)</sup> Includes fully depreciated Pay-TV set-top boxes of RM2,491,964,000 (2020: RM2,356,511,000) that are still in use.

<sup>(4)</sup> Includes net book value of Pay-TV set-top boxes of RM184,389,000 (2020: RM232,223,000).

## Notes to the Financial Statements

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### 13 Property, Plant and Equipment (Cont'd.)

Company	Equipment, fixtures and fittings	
	2021 RM'000	2020 RM'000
<b>Net book value</b>		
At 1 February	21	33
Additions	11	4
Disposal	-	(2)
Depreciation charge	(14)	(14)
At 31 January	18	21
<b>At 31 January</b>		
Cost	796	785
Accumulated depreciation	(778)	(764)
<b>Net book value</b>	18	21

### 14 Right-of-use assets

	2021 RM'000	2020 RM'000
<b>Group</b>		
<b>Carrying amount</b>		
Leasehold land	32,375	39,680
Satellite transponders	1,060,753	1,232,216
Office	15,481	22,037
Equipment	13,863	16,348
Warehouse	3,739	6,100
At 31 January	1,126,211	1,316,381
<b>Depreciation charge</b>		
Leasehold land	1,268	1,618
Satellite transponders	171,463	171,462
Office	9,689	10,208
Equipment	3,641	2,839
Warehouse	2,361	2,212
At 31 January	188,422	188,339

### 14 Right-of-use assets (Cont'd.)

	2021 RM'000	2020 RM'000
<b>Group</b>		
Additions	2,270	2,718
Adjustment due to lease modification	2,193	-
Impairment losses	(5,305)	-
Termination	(906)	-
Expenses relating to short-term leases	339	3,057
Expenses relating to leases of low value	5,519	6,633

### 15 Investment in Subsidiaries

	Company	
	2021 RM'000	2020 RM'000
Unquoted shares, at cost	6,995,879	6,995,879
Investment in Redeemable Preference Shares ("RPS")	214,400	214,400
	7,210,279	7,210,279
Less: Impairment of investment in RPS	(982)	(982)
	7,209,297	7,209,297

Details of the subsidiaries are as follows:

Name of subsidiaries	Country of incorporation and place of business	Group's effective interest		Principal activities
		2021 %	2020 %	
<b>Directly held by the Company</b>				
Astro (Brunei) Sdn. Bhd. ("ABSB")	Malaysia	100	100	Investment holding
Astro Digital Sdn. Bhd. ("ADSB")	Malaysia	100	100	Investment holding
Astro Entertainment Sdn. Bhd. ("AESB")	Malaysia	100	100	Investment holding
Astro Group Services Sdn. Bhd. ("AGS")	Malaysia	100	100	Management services
Astro Productions Sdn. Bhd. ("APSB")	Malaysia	100	100	Production and distribution of television programmes and rental of building
Astro Production Services Sdn. Bhd. ("APSSB")	Malaysia	100	100	Production and distribution of television programmes and related services



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### 15 Investment in Subsidiaries (Cont'd.)

Name of subsidiaries	Country of incorporation and place of business	Group's effective interest		Principal activities
		2021 %	2020 %	
<b>Directly held by the Company (Cont'd.)</b>				
Astro Shaw Sdn. Bhd. ("ASSB")	Malaysia	100	100	Production and distribution of films
Astro GTS Sdn. Bhd. ("GTS")	Malaysia	100	100	Provision of In-House Banking services
MEASAT Broadcast Network Systems Sdn. Bhd. ("MBNS")	Malaysia	100	100	Provision of television services
Astro Retail Ventures Sdn. Bhd. ("ARV")	Malaysia	100	100	Investment holding
Tribe Network Asia Pacific Limited (registered as a foreign company in Malaysia) ("Tribe")	Incorporate in Hong Kong and operate business in Malaysia	100	100	Creation, aggregation, distribution and monetisation of content
<b>Subsidiaries held by MBNS</b>				
Astro Radio Sdn. Bhd. ("ARSB")	Malaysia	100	100	Management of commercial radio broadcasting stations, content and programming provider and provision of multimedia and advertising agency services
Maestra Broadcast Sdn. Bhd. ("MBSB")	Malaysia	100	100	Operation of commercial radio broadcasting stations
MEASAT Digicast Sdn. Bhd. ("MDIG")	Malaysia	100	100	Inactive
MEASAT Radio Communications Sdn. Bhd. ("MRC")	Malaysia	100	100	Operation of commercial radio broadcasting stations
Perfect Excellence Waves Sdn. Bhd. ("PEW")	Malaysia	100	100	Operation of commercial radio broadcasting stations
Radio Lebuhraya Sdn. Bhd. ("RLSB")	Malaysia	100	100	Operation of commercial radio broadcasting stations
Astro Media Solutions Sdn. Bhd. ("AMS")	Malaysia	100	100	Organising trade related projects, marketing, soliciting, sale of airtime and operation of commercial radio broadcasting stations
Yayasan Astro Kasih ("Yayasan")	Malaysia	-	-	Advancing and benefitting the community

### 15 Investment in Subsidiaries (Cont'd.)

Name of subsidiaries	Country of incorporation and place of business	Group's effective interest		Principal activities
		2021 %	2020 %	
<b>Subsidiary held by ARSB</b>				
DVR Player.Com Sdn. Bhd. ("DVRSB")	Malaysia	100	100	Provision of radio services via internet
<b>Subsidiaries held by AESB</b>				
Astro Arena Sdn. Bhd. ("AASB")	Malaysia	100	100	Inactive
Astro Awani Network Sdn. Bhd. ("AANSB")	Malaysia	80	80	Provision of news content
Maestro Talent and Management Sdn. Bhd. ("MTAM")	Malaysia	100	100	Provision of training and related services
Astro Sports Marketing Sdn. Bhd. ("ASM")	Malaysia	100	100	Investment holding
<b>Subsidiaries held by ASSB</b>				
Karya Anggun Sdn. Bhd. ("KASB")	Malaysia	100	100	Inactive
Nusantara Retail Sdn. Bhd. ("NRSB")	Malaysia	100	100	Inactive
Tayangan Unggul Sdn. Bhd. ("TUSB")	Malaysia	100	100	Film production, acquisition, commissioning and distribution as well as the provision of contact centre services

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### 15 Investment in Subsidiaries (Cont'd.)

Name of subsidiaries	Country of incorporation and place of business	Group's effective interest		Principal activities
		2021 %	2020 %	
<b>Subsidiaries held by ADSB</b>				
Astro Digital 5 Sdn. Bhd. ("AD5SB")	Malaysia	100	100	Development and licensing of multimedia and interactive applications
Rocketfuel Entertainment Sdn. Bhd. ("RFESB")	Malaysia	100	100	Talent management, creative services, sound recording, music publishing, film productions and related business, which include subtitling and/or dubbing services
Nu Ideaktiv Sdn. Bhd. ("NISB")	Malaysia	34	34	Creation and monetisation of content verticals in Malaysia and the Nusantara region
<b>Subsidiary held by ASM</b>				
Asia Sports Ventures Pte. Ltd. ("ASV")	Singapore	100	100	Inactive
<b>Subsidiary held by ARV</b>				
Astro GS Shop Sdn. Bhd. ("Go Shop")	Malaysia	60	60	Home shopping business
<b>Subsidiary held by Go Shop</b>				
Astro GS Shop Singapore Pte. Ltd. ("Go Shop Singapore")	Singapore	60	60	Home shopping business

All the subsidiaries are audited by PricewaterhouseCoopers PLT Malaysia, except for Tribe, ASV and Go Shop Singapore which are audited by member firms of PricewaterhouseCoopers International Limited.

### 15 Investment in Subsidiaries (Cont'd.)

The Group's effective equity interest in the subsidiaries, the respective principal activities and countries of incorporation are listed above. Other than Yayasan and NISB, which are consolidated in the Group's financial results, the proportion of the Group's voting rights in the subsidiaries held by the Group do not differ from the proportion of ordinary shares held or the Group's effective equity interest in the subsidiaries.

Yayasan is a company limited by guarantee. The Group has de facto control over Yayasan due to control over the source of funding. During the year, subsidiaries of the Company have made donations of RM1,600,000 (2020: RM3,500,000) to Yayasan for activities advancing and benefitting the community. The subsidiaries intend to continue providing such support to Yayasan.

As at financial year end, the shares issued by NISB are:

- 204 Class A ordinary shares with one vote for each share;
- 50,000,000 Class B ordinary shares with (i) two votes for each share (ii) one-time liquidation rights and (iii) one-time dividend entitlement; and
- 96,000,000 Class C ordinary shares with (i) one vote for each share (ii) one-time liquidation rights and (iii) one-time dividend entitlement.

Liquidation rights and dividend entitlement are subject to terms in Joint Venture Agreement between ADSB, Grup Majalah Karangkrak Sdn. Bhd. ("GMK") and NISB.

NISB is deemed as a subsidiary of the Group on the following basis:

- The Group has 51% voting rights via its subscription of 104 Class A ordinary shares and all Class B ordinary shares; and
- The Group has a majority in NISB's board composition.

In the prior financial year, the Company subscribed for the following:

- Additional 39,000,000 ordinary share in ARV for a total consideration of RM39,000,000 effected by way of full settlement of outstanding advances of RM38,987,725.29 owing from ARV and cash of RM12,274.71. The subscription of the new share did not result in any change in the Company's equity interest in ARV.
- Additional 1,000,000 ordinary share in GTS for a total cash consideration of RM1,000,000 effected by way of full settlement of outstanding advances of RM1,000,000 owing from GTS. The subscription of the new share did not result in any change in the Company's equity interest in GTS.

## Notes to the Financial Statements

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### 15 Investment in Subsidiaries (Cont'd.)

The Company performed impairment assessment of certain investment in subsidiaries, which had impairment indicators. The impairment assessment involved a comparison of its carrying amount against its recoverable amount which was determined based on VIU calculation. No impairment charge was recognised as its recoverable amount exceeded its carrying amount.

Sensitivity analysis has been performed around the base case assumptions with the conclusion that no reasonably possible changes in key assumptions would cause the recoverable amount to be less than the carrying amount other than the investment in NISB which is held by ADSB. Based on the sensitivity analysis performed, if compound revenue growth rates for these subsidiaries are nil respectively, its recoverable amount will continue to be higher than its carrying amount. The cash flow forecasts for NISB is based on probability weighted moderated 5-year cash flow forecasts and the key assumptions are as follows:

As at 31 January 2021	NISB %
Cost of equity	10.3
Terminal growth assumption	0.0
5-year compound revenue growth rate	28.38

#### Non-controlling interests ("NCI") in subsidiaries

	NISB RM'000	Other subsidiaries with immaterial NCI RM'000	Total RM'000
<b>Group – 2021</b>			
NCI percentage of dividend entitlement and liquidation rights	74.5%		
NCI percentage of ownership interest	66%		
NCI percentage of voting interest	49%		
Carrying amount of NCI	73,313	(2,378)	70,935
(Loss)/Profit allocated to NCI	(22,536)	10,514	(12,022)
<b>Group – 2020</b>			
NCI percentage of dividend entitlement and liquidation rights	74.5%		
NCI percentage of ownership interest	66%		
NCI percentage of voting interest	49%		
Carrying amount of NCI	95,849	(12,892)	82,957
Loss allocated to NCI	(434)	(10,249)	(10,683)

### 15 Investment in Subsidiaries (Cont'd.)

Set out below is the summarised financial information for a subsidiary with NCI that is material to the Group:

	NISB	
	2021 RM'000	2020 RM'000
<b>Summarised balance sheet</b>		
Non-current assets	77,870	106,968
Current assets	52,021	56,909
Non-current liabilities	(10,415)	(10,275)
Current liabilities	(3,932)	(7,804)
<b>Summarised income statement</b>		
Revenue	17,041	27,121
Expenses	(47,295)	(27,703)
Loss/total comprehensive loss for the financial year	(30,254)	(582)
<b>Summarised cash flow</b>		
Cash flow from operating activities	2,638	2,663
Net cash used in investing activities	(2,524)	(2,288)
Net cash used in financing activities	(543)	-
Net (decrease)/increase in cash and cash equivalents	(429)	375

The information above is the amount before inter-company eliminations.

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### 16 Investment in Associates

	Group	
	2021 RM'000	2020 RM'000
Share of net assets and reserves	-	-

The associates are not material to the Group.

	Group	
	2021 RM'000	2020 RM'000
<b>Income statements</b>		
Revenue	31,173	34,233
Expenses	(44,365)	(58,705)
Loss/total comprehensive loss for the financial year	(13,192)	(24,472)
Share of profit for the financial year	-	-

The Group has not recognised losses related to Kristal-Astro Sdn. Bhd. amounting RM6,451,000 (2020: RM11,967,000) in respect of the current financial year (total unrecognised accumulated losses of RM47,791,000) (2020: RM41,340,000), since the Group has no obligation in respect of these losses and the carrying value of the investment is Nil (2020: Nil).

Details of the associates are as follows:

Name of associates	Country of incorporation and place of business	Group's effective interest		Principal activities
		2021 %	2020 %	
<b>Associate held by ABSB</b>				
Kristal-Astro Sdn. Bhd.	Brunei	48.9	48.9	Provision of television services

### 17 Investment in Joint Venture

	Group	
	2021 RM'000	2020 RM'000
Share of net assets and reserves	2,089	2,214

The joint venture is not material to the Group.

	Group	
	2021 RM'000	2020 RM'000
<b>Income statements</b>		
Revenue	4,301	8,189
Expenses	(4,733)	(7,889)
(Loss)/profit/total comprehensive (loss)/profit for the financial year	(432)	300
Share of (loss)/profit for the financial year	(125)	87

#### Commitment and contingent liabilities in respect of joint venture

There are no commitments and contingent liabilities relating to the Group's interest in joint venture.

Details of the joint venture are as follows:

Name of joint venture	Country of incorporation and place of business	Group's effective interest		Principal activities
		2021 %	2020 %	
<b>Joint Venture held by AESB</b>				
Red Communications Sdn. Bhd.	Malaysia	28.9	28.9	Provision of services in communication and organising media related events

## Notes to the Financial Statements

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### 18 Other investments

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>Non-current</b>				
Financial assets at FVOCI:				
- Preference shares in an unquoted company (Note (a))	10,657	10,657	-	-
	10,657	10,657	-	-
<b>Current</b>				
Financial assets at FVTPL:				
- Investment in unit trusts (Note (b))	841,853	647,167	36,040	111,826
	841,853	647,167	36,040	111,826
	852,510	657,824	36,040	111,826

#### (a) Preference shares

On 15 December 2017, ADSB subscribed to 186,219 Series A-3 Preferred Stock of Catalyst IT Services, Inc., a Delaware corporation. The Series A-3 Preferred Stock are convertible to ordinary shares on a 1:1 ratio.

#### (b) Investment in unit trusts

Investment in unit trusts made by the Group and the Company can be purchased or liquidated with one day's notice.

### 19 Advances to Subsidiaries

Advances to subsidiaries are unsecured, with no fixed terms of repayment and are subject to interest ranging from 4.3% to 4.9% (2020: 4.8% to 5.1%) per annum.

Included in advances to subsidiaries is an impairment of RM49,557,000 (2020: RM49,557,000). In the prior financial year, there was a write back of impairment amounting to RM480,000. The impairment amount was recognised pursuant to MFRS 9 impairment assessment.

### 20 Intangible Assets

Group	Goodwill RM'000	Intellectual properties RM'000	Brands and spectrums RM'000	Event licence rights RM'000	Film library and programme rights RM'000	Computer software RM'000	Software development RM'000	Total RM'000
<b>Net book value</b>								
At 1 February 2020	1,140,117	40,805	368,263	1,532	179,791	181,383	111,836	2,023,727
Additions	-	-	-	-	261,876	68,773	33,431	364,080
Reclassification from/(to) property, plant and equipment (Note 13)	-	-	-	-	-	28	(635)	(607)
Transfer between classes	-	-	-	-	-	105,231	(105,231)	-
Impairment	-	-	-	-	(9,319)	(1,559)	(495)	(11,373)
Amortisation charge	-	-	-	(114)	(309,791)	(131,746)	-	(441,651)
At 31 January 2021	1,140,117	40,805	368,263	1,418	122,557	222,110	38,906	1,934,176
<b>At 31 January 2021</b>								
Cost	1,140,117	40,805	368,263	8,452	3,407,859	1,625,892	38,906	6,630,294
Accumulated amortisation and impairment	-	-	-	(7,034)	(3,285,302)	(1,403,782)	-	(4,696,118)
<b>Net book value</b>	1,140,117	40,805	368,263	1,418	122,557	222,110	38,906	1,934,176

## Notes to the Financial Statements

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### 20 Intangible Assets (Cont'd.)

Group (Cont'd.)	Goodwill RM'000	Intellectual properties RM'000	Brands and spectrums RM'000	Event licence rights RM'000	Film library and programme rights RM'000	Computer software RM'000	Software development RM'000	Total RM'000
<b>Net book value</b>								
At 1 February 2019	1,140,117	40,805	368,263	1,647	239,844	212,554	88,680	2,091,910
Effect arising from adoption of MFRS 16	-	-	-	-	-	(1,040)	-	(1,040)
Additions	-	-	-	-	315,020	68,881	83,423	467,324
Reclassification from/ (to) property, plant and equipment (Note 13)	-	-	-	-	-	4,030	(1,006)	3,024
Transfer between classes	-	-	-	-	-	59,261	(59,261)	-
Impairment	-	-	-	-	(1,923)	(5,467)	-	(7,390)
Written off	-	-	-	-	-	(181)	-	(181)
Amortisation charge	-	-	-	(115)	(373,150)	(156,655)	-	(529,920)
At 31 January 2020	1,140,117	40,805	368,263	1,532	179,791	181,383	111,836	2,023,727
<b>At 31 January 2020</b>								
Cost	1,140,117	40,805	368,263	8,452	3,146,187	1,453,440	111,836	6,269,100
Accumulated amortisation and impairment	-	-	-	(6,920)	(2,966,396)	(1,272,057)	-	(4,245,373)
<b>Net book value</b>	1,140,117	40,805	368,263	1,532	179,791	181,383	111,836	2,023,727

### 20 Intangible Assets (Cont'd.)

Company	Computer software	
	2021 RM'000	2020 RM'000
<b>Net book value</b>		
At 1 February	-	-
Amortisation charge	-	-
At 31 January	-	-
<b>At 31 January</b>		
Cost	12	12
Accumulated amortisation	(12)	(12)
<b>Net book value</b>	-	-

The remaining amortisation period of film library and programme rights at the end of the financial year ranged from 1 month to 2 years (2020: 1 month to 2 years).

The remaining amortisation period of software at the end of the financial year ranged from 1 month to 4 years (2020: 1 month to 4 years).

The remaining amortisation period of event licence rights at the end of the financial year is 7 years (2020: 8 years).

#### Intellectual properties

Intellectual properties relate to thirty eight (38) titles and trademarks. As explained in Note 3E(h), the useful life of these intellectual properties is estimated to be indefinite.

#### Brands

Brands relate to the nine FM terrestrial radio stations and additional themed music channels that are broadcasted on the ASTRO satellite television platform. As explained in Note 3E(d), the useful life of these brands is estimated to be indefinite.

#### Spectrums

Spectrums relate to two FM terrestrial radio stations. As explained in Note 3E(g), the useful life of these spectrums is estimated to be indefinite.

## Notes to the Financial Statements

31 January 2021

### 20 Intangible Assets (Cont'd.)

#### Impairment testing of goodwill, intellectual properties, brands and spectrums

Goodwill arising from business combinations, intellectual properties, brands and spectrums have been allocated to three individual cash-generating units ("CGU") for impairment testing as follows:

- Television
- Radio
- Intellectual properties ("IP")

The carrying amounts of goodwill, intellectual properties, brands and spectrums allocated to each CGU are as follows:

	Television RM'000	Radio RM'000	IP RM'000	Total RM'000
<b>As at 31 January 2021/31 January 2020</b>				
Goodwill	539,605	600,512	-	1,140,117
Intellectual properties	-	-	40,805	40,805
Brands	-	328,000	-	328,000
Spectrums	-	40,263	-	40,263

The recoverable amounts of the CGUs have been determined based on value in use ("VIU") calculations taking into account the approved financial budget for FY2022 and cash flow projections for the next 4 years with terminal values at the end of year 5. The cash flows forecasts of the television and radio CGUs are based on probability weighted moderated 5-year cash flow forecasts taking into account an expected recovery period of 12 months and more than 24 months whilst the cash flow forecasts of the IP CGU is based on probability weighted moderated 5-year cash flow forecasts. The pre-tax discount rate applied to the approved financial budget for FY2022 and cash flow projections for the next 4 years are as follows:

	Television %	Radio %	IP %
<b>As at 31 January 2021</b>			
Pre-tax discount rates	8.2	8.4	11.6
Terminal growth assumption	0.0	0.0	0.0
5-year compound revenue growth rate	2.25	11.80	26.64

	Television %	Radio %	IP %
<b>As at 31 January 2020</b>			
Pre-tax discount rates	8.6	9.2	12.5
Terminal growth assumption	0.0	0.0	0.0
5-year compound revenue growth rate	0.01	4.62	26.76

### 20 Intangible Assets (Cont'd.)

#### Impairment testing of goodwill, intellectual properties, brands and spectrums (Cont'd.)

The projection assumes the renewal of all existing licences granted to the Group.

Pre-tax discount rates reflect the current market assessment of the risks specific to each CGU. This is the benchmark used by management to assess operating performance and to evaluate future investment proposals. In determining appropriate discount rates for each CGU, regard has been given to the Malaysian 20-year risk free rate and Malaysia's long term consumer price index ("CPI").

Terminal growth and compound revenue growth rate assumptions represent management's assessment of future trends in the regional media and entertainment industry, expectation of growth of new businesses and business segments and are based on both external and internal sources.

Based on the sensitivity analysis performed, if the compound revenue growth rates for television and radio segments are nil respectively, the recoverable amount will continue to be higher than the carrying amount of the respective CGU. If the compound revenue growth rates for IP segment decreases by 10.2%, then the recoverable amount will be equal to the carrying amount.

### 21 Inventories

	Group	
	2021 RM'000	2020 RM'000
<b>At cost</b>		
Set-top boxes	5,398	7,518
Merchandise	1,397	1,895
Other materials	6,035	3,677
	<b>12,830</b>	13,090
<b>At net realisable value</b>		
Set-top boxes	5	5
	<b>12,835</b>	13,095

Included in cost of sales is cost of inventories charged to the income statement amounting to RM350,440,000 (2020: RM300,290,000).

## Notes to the Financial Statements

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### 22 Receivables

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>Non-current</b>				
Deposits	104,264	80,361	-	-
Downpayments and prepayments	131,703	136,312	-	-
Contract cost assets	1,401	2,207	-	-
	<b>237,368</b>	<b>218,880</b>	<b>-</b>	<b>-</b>
<b>Current</b>				
Trade receivables	295,824	397,745	-	-
Impairment of trade receivables (Note 37(a))	(48,733)	(39,311)	-	-
	<b>247,091</b>	<b>358,434</b>	<b>-</b>	<b>-</b>
Other receivables, net of impairment	11,979	25,583	-	828
Contract cost assets	15,573	22,926	-	-
Deposits	18,643	15,840	77	81
Amounts due from related parties, net of impairment	3,639	4,891	75	68
Amount due from associate, net of impairment	-	-	-	-
Amounts due from subsidiaries	-	-	256,632	282,877
Downpayments and prepayments	274,746	241,239	27	17
	<b>571,671</b>	<b>668,913</b>	<b>256,811</b>	<b>283,871</b>

The Group's non-current and current amounts due from related companies and related parties are unsecured, non-interest bearing and with credit terms ranging from 30 to 60 days (2020: 30 to 60 days). The Company's amounts due from subsidiaries and related parties are unsecured, non-interest bearing, have no fixed terms of repayment and includes dividend receivable of RM240,024,000 (2020: RM256,002,000).

Included in deposits of the Group are deposits paid to related parties of RM111,373,000 (2020: RM85,692,000) for transponders which are neither past due nor impaired.

Credit terms of trade receivables range from payment in advance to 60 days (2020: payment in advance to 60 days).

Concentration of credit risk with respect to trade receivables is limited due to the Group's large number of customers. The Group's historical experience in the collection of account receivables falls within the recorded allowances.

Movements in impairment of trade receivables, other receivables, amounts due from related parties and amount due from associate are as disclosed in Note 37(a).

### 22 Receivables (Cont'd.)

#### Contract cost assets

	Group	
	2021 RM'000	2020 RM'000
Sales commission included in selling and distribution expenses	6,594	9,389
Non-subscription based set-top box costs	10,380	15,744
	<b>16,974</b>	<b>25,133</b>

The amortisation of contract cost assets is as disclosed in Note 6.

### 23 Deposits, Cash and Bank Balances

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Deposits with licensed banks	2,706	55,223	-	6,000
Cash with Astro GTS Sdn. Bhd.	-	-	80	121
Cash and bank balances	262,226	282,872	19	22
Deposits, cash and bank balances	264,932	338,095	99	6,143
Less : Deposits with maturity of more than 3 months	-	(42,500)	-	-
Cash and cash equivalents	264,932	295,595	99	6,143

Deposits of the Group and Company have an average maturity of 21 days and Nil days respectively (2020: 258 days and 183 days) for RM deposits. The deposits are placed in financial institutions for investment purposes.

The effective interest rates on RM deposits for the Group and Company range from 1.7% to 1.8% (2020: 1.90% to 3.72%) per annum.

Please refer to Note 37(c) for bank balances denominated in USD.

A portion of the Company's cash and bank balances are held in an In-House Bank ("IHB") managed by Astro GTS Sdn. Bhd. ("GTS") to enable more efficient cash management for the Group and the Company.



## Notes to the Financial Statements

31 January 2021

### 23 Deposits, Cash and Bank Balances (Cont'd.)

#### Changes in liabilities arising from financing activities

Group	Lease liabilities RM'000	MTN RM'000	SFCL RM'000	Term loan RM'000	Other financial liabilities RM'000	Total RM'000
<b>At 1 February 2020</b>	1,499,724	307,449	615,329	1,099,057	568,246	4,089,805
<b>Cash flow:</b>						
Payment for set-top boxes	-	-	-	-	(248,853)	(248,853)
Repayment of lease liabilities	(181,027)	-	-	-	-	(181,027)
Net (repayment)/drawdown	-	(300,000)	-	38,064	-	(261,936)
Interest paid <sup>#</sup>	(84,926)	(16,815)	(29,412)	(42,718)	(19,103)	(192,974)
	(265,953)	(316,815)	(29,412)	(4,654)	(267,956)	(884,790)
<b>Non-cash changes:</b>						
Addition of new leases (Note 14)	2,270	-	-	-	-	2,270
Remeasurement of leases	2,193	-	-	-	-	2,193
Termination of leases	(924)	-	-	-	-	(924)
Drawn facilities	-	-	-	-	53,658 <sup>^</sup>	53,658
Foreign exchange movement	(12,249)	-	-	(54,318)	(1,517)	(68,084)
Others <sup>*</sup>	85,976	9,366	29,492	46,613	19,388	190,835
	77,266	9,366	29,492	(7,705)	71,529	179,948
<b>At 31 January 2021</b>	1,311,037	-	615,409	1,086,698	371,819	3,384,963

### 23 Deposits, Cash and Bank Balances (Cont'd.)

#### Changes in liabilities arising from financing activities (Cont'd.)

Group (Cont'd.)	Lease liabilities RM'000	MTN RM'000	SFCL RM'000	Term loan RM'000	Other financial liabilities RM'000	Total RM'000
<b>At 1 February 2019</b>	1,569,683	307,536	615,248	1,078,203	552,285	4,122,955
<b>Cash flow:</b>						
Payment for set-top boxes	-	-	-	-	(140,666)	(140,666)
Repayment of lease liabilities	(170,086)	-	-	-	-	(170,086)
Net drawdown	-	-	-	75,564	-	75,564
Interest paid <sup>#</sup>	(94,061)	(16,031)	(29,331)	(48,687)	(24,963)	(213,073)
	(264,147)	(16,031)	(29,331)	26,877	(165,629)	(448,261)
<b>Non-cash changes:</b>						
Effect arising from adoption of MFRS 16	95,813	-	-	-	-	95,813
Addition of new leases (Note 14)	2,718	-	-	-	-	2,718
Remeasurement of leases	164	-	-	-	-	164
Termination of leases	(349)	-	-	-	-	(349)
Drawn facilities	-	-	-	-	156,627 <sup>^</sup>	156,627
Foreign exchange movement	(1,778)	-	-	(53,767)	19	(55,526)
Others <sup>*</sup>	97,620	15,944	29,412	47,744	24,944	215,664
	194,188	15,944	29,412	(6,023)	181,590	415,111
<b>At 31 January 2020</b>	1,499,724	307,449	615,329	1,099,057	568,246	4,089,805

## Notes to the Financial Statements

31 January 2021

### 23 Deposits, Cash and Bank Balances (Cont'd.)

#### Changes in liabilities arising from financing activities (Cont'd.)

Company	Term loan	
	2021 RM'000	2020 RM'000
<b>At 1 February</b>	<b>418,195</b>	<b>698,030</b>
<b>Cash Flow:</b>		
Repayment	(261,936)	(224,436)
Interest paid <sup>#</sup>	(8,522)	(20,878)
<b>Non-cash changes:</b>		
Foreign exchange movement	(54,318)	(53,767)
Others <sup>*</sup>	6,912	19,246
<b>At 31 January</b>	<b>100,331</b>	<b>418,195</b>

\* Others comprise unamortised transaction costs, realised foreign exchange gains/losses and interest expense.

^ Included in the amount is vendor financing that was drawn during the financial year for acquisition of set-top boxes and inventories in the previous financial year.

# Interest paid does not include interest in relation to hedging instruments in connection with the financial liabilities.

### 24 Payables

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>Current</b>				
Trade payables and accruals	489,971	402,157	-	-
Other payables and accruals	365,468	404,893	4,435	2,843
Amounts due to related parties	49,122	47,899	132	134
Amounts due to subsidiaries	-	-	3,832	5,232
	<b>904,561</b>	<b>854,949</b>	<b>8,399</b>	<b>8,209</b>

Credit terms granted by vendors generally range from 0 to 90 days (2020: 0 to 90 days).

The amounts due to the related parties of the Group and Company are unsecured, non-interest bearing and with credit terms ranging from 0 to 90 days (2020: 0 to 90 days). The amounts due to the subsidiaries of the Company are unsecured, non-interest bearing and have no fixed terms of repayment.

Included in other accruals are mainly staff costs and other administrative accruals.

### 25 Other Financial Liabilities

	Group	
	2021 RM'000	2020 RM'000
<b>Current</b>		
Vendor financing	163,255	248,854
<b>Non-current</b>		
Vendor financing	208,564	319,392

The Group acquired set-top boxes and outdoor units with an extended payment term of 36 months ("vendor financing") via Usance Letter of Credit Payable at Sight ("ULCP") facilities granted to the Group. Interest is charged for ULCP at the USD Cost of Fund or Ringgit Cost of Fund + margin of between 0.5% and 1.7% (2020: USD LIBOR or Ringgit Cost of Fund + margin of between 0.5% and 1.25%) per annum calculated at 360 or 365 days respectively from disbursement date. The effective interest rates at the end of the financial year ranged between 1.2% and 4.9% (2020: 3.7% and 4.9%) per annum.

As at 31 January 2021, the Group had a total of RM634,480,000 (2020: RM383,800,000) in undrawn multi-trade facilities to facilitate ULCP issuance.

Following the IFRS IC agenda decision on presentation of balances relating to supply chain financing arrangements in December 2020, the Group has reconsidered its accounting policy on presentation of the vendor financing balance. The Group has reclassified the vendor financing balance from 'payables' and separately presented the balance on the face of the balance sheet as 'other financial liabilities'. The comparative balance sheets have also been restated. There has been no change in the carrying amount of the vendor financing balance following the reclassification.

The following is a summary of the repayment terms:

	Group	
	2021 RM'000	2020 RM'000
<b>Vendor financing repayments (including finance charges):</b>		
- Not later than 1 year	172,170	267,594
- Later than 1 year and not later than 2 years	160,206	172,910
- Later than 2 years and not later than 5 years	52,095	160,347
	<b>384,471</b>	<b>600,851</b>
Future finance charges	(12,652)	(32,605)
Present value of vendor financing	<b>371,819</b>	<b>568,246</b>

## Notes to the Financial Statements

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### 26 Derivative Financial Instruments

	Group		Company	
	2021 Assets RM'000	2020 Assets RM'000	2021 Assets RM'000	2020 Assets RM'000
<b>Current</b>				
Forward foreign currency exchange contracts – cash flow hedges	256	224	-	-
Cross-currency interest rate swaps – cash flow hedges	24,853	52,868	24,853	52,868
Foreign currency options – cash flow hedges	2,763	5,235	-	-
	27,872	58,327	24,853	52,868
<b>Non-current</b>				
Forward foreign currency exchange contracts – cash flow hedges	318	3,964	-	-
Cross-currency interest rate swaps – cash flow hedges	-	26,472	-	26,472
Foreign currency options – cash flow hedges	-	3,203	-	-
	318	33,639	-	26,472

	Group		Company	
	2021 Liabilities RM'000	2020 Liabilities RM'000	2021 Liabilities RM'000	2020 Liabilities RM'000
<b>Current</b>				
Interest rate swaps – cash flow hedges	1,602	680	-	-
Forward foreign currency exchange contracts – cash flow hedges	43,980	14,154	-	-
	45,582	14,834	-	-
<b>Non-current</b>				
Interest rate swaps – cash flow hedges	1,340	1,647	-	-
Cross-currency interest rate swaps – cash flow hedges	1,242	-	-	-
Forward foreign currency exchange contracts – cash flow hedges	5,467	1,775	-	-
	8,049	3,422	-	-

### 26 Derivative Financial Instruments (Cont'd.)

#### Derivatives designated in hedging relationship

##### Forward foreign currency exchange contracts and foreign currency options

Forward foreign currency exchange contracts and foreign currency options are used to manage the foreign currency exposures arising from the Group's payables denominated in currencies other than the functional currencies of the Group. The forward foreign currency exchange contracts were entered into for a period of up to 5 years, while foreign currency options were entered into for a period of up to 3 years. As at 31 January 2021, the notional principal amounts of the outstanding forward foreign currency exchange contracts were RM1,533,670,000 (2020: RM1,480,000,000) and foreign currency options were USD21,044,000 (2020: USD53,328,000).

##### Cross-currency interest rate swaps

To mitigate financial risks arising from adverse fluctuations in interest and exchange rates, the Group and the Company have entered into cross-currency interest rate swaps with notional principal amounts of USD24,750,000 (2020: USD74,250,000) for bank loan and USD9,864,000 for vendor financing.

The cross-currency interest rate swap for the term loans was entered into for the entire term of the term loans and had an average fixed swap rate and exchange rate of 4.19% p.a. (inclusive of margin of 1%) (2020: 4.19% p.a. (inclusive of margin of 1%)) and USD/RM3.0189 (2020: USD/RM3.0189) respectively.

The cross-currency interest rate swap for vendor financing was entered into for a period of up to 3 years and had an average fixed swap rate and exchange rate of 1.39% p.a. and USD/RM4.1724 respectively.

##### Interest rate swaps

Interest rate swaps are used to achieve an appropriate interest rate exposure within the Group and the Company. The Group and the Company have entered into interest rate swaps to hedge the cash flow risk in relation to vendor financing with notional principal amounts of RM186,086,000 (2020: RM407,674,000).

The interest rate swaps for the vendor financing were entered into for a period of up to 3 years with average fixed swap rates of 3.62% p.a. (2020: 3.66% p.a.).

The maturity profiles of the derivative financial instruments are disclosed in Note 37(b) to the financial statements.

## Notes to the Financial Statements

31 January 2021

### 27 Borrowings

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>Current</b>				
Lease liabilities (Note (a))	198,128	185,252	-	-
Synthetic foreign currency loan (Note (b))	2,659	2,579	-	-
Unrated Medium Term Note (Note (c))	-	7,449	-	-
Term loans (Note (d)):				
- RM Term Loan	-	76,087	-	76,087
- USD Term Loan	100,331	203,746	100,331	203,746
- MBNS Term Loan	21,367	5,005	-	-
	121,698	284,838	100,331	279,833
Less : Debt issuance costs	-	(1,433)	-	(327)
Term loans, net of debt issuance costs	121,698	283,405	100,331	279,506
	322,485	478,685	100,331	279,506
<b>Non-current</b>				
Lease liabilities (Note (a))	1,112,909	1,314,472	-	-
Synthetic foreign currency loan (Note (b))	612,750	612,750	-	-
Unrated Medium Term Note (Note (c))	-	300,000	-	-
Term loans (Note (d)):				
- RM Term Loan	-	37,500	-	37,500
- USD Term Loan	-	101,215	-	101,215
- MBNS Term Loan	965,000	680,000	-	-
	965,000	818,715	-	138,715
Less: Debt issuance costs	-	(3,063)	-	(26)
Term loans, net of debt issuance costs	965,000	815,652	-	138,689
	2,690,659	3,042,874	-	138,689
	3,013,144	3,521,559	100,331	418,195

### 27 Borrowings (Cont'd.)

#### (a) Lease liabilities

Lease liabilities include the lease of transponders on the MEASAT 3 ("M3"), MEASAT 3 T11 ("M3-T11") and MEASAT 3a ("M3a") satellites from MEASAT Satellite Systems Sdn. Bhd. and MEASAT 3b ("M3b") from MEASAT International (South Asia) Ltd ("MISAL"), both related parties of the Group. The liabilities for M3, M3-T11 and M3a are denominated in RM, while M3b is denominated in USD.

The effective interest rate of the lease at the end of the financial year is 6.2% (2020: 6.2%), 4.6% (2020: 4.6%), 12.5% (2020: 12.5%) and 5.56% (2020: 5.56%) per annum for M3, M3-T11, M3a and M3b respectively.

Lease liabilities also include leases of leasehold land, office premises, equipment, and warehouse. The effective interest rate ranges from 4.3% to 6.7% (2020: 4.9% to 6.7%) per annum.

The following is a summary of the minimum lease payments:

	Group	
	2021 RM'000	2020 RM'000
<b>Lease rental obligation</b>		
Minimum lease payments:		
- Not later than 1 year	270,213	267,388
- Later than 1 year and not later than 2 years	192,017	263,592
- Later than 2 years and not later than 5 years	532,696	581,314
- Later than 5 years	663,923	818,974
	1,658,849	1,931,268
Future finance charges	(347,812)	(431,544)
Present value of lease obligations	1,311,037	1,499,724

As at 31 January 2021, potential future cash flow of RM79,283,000 (undiscounted) have not been included in the lease liabilities because it is not reasonably certain that the leases will be extended (or not terminated).

## Notes to the Financial Statements

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### 27 Borrowings (Cont'd.)

#### (b) Synthetic foreign currency loan ("SFCL") (unsecured and interest bearing)

On 13 December 2017, MBNS had accepted the SFCL amounting to USD150 million (equivalent to RM613 million). On 29 December 2017 and 28 February 2018, MBNS had drawn down the first tranche amounting to RM306.4 million and the second tranche amounting to RM306.4 million in nominal value respectively, maturing on 29 November 2022 at the RM equivalent drawn down. The interest is payable quarterly at the rate of 4.8% per annum.

The following is a summary of the repayment terms:

	Group	
	2021 RM'000	2020 RM'000
<b>SFCL repayments (including finance charges):</b>		
- Not later than 1 year	29,412	29,493
- Later than 1 year and not later than 2 years	639,825	29,412
- Later than 2 years and not later than 5 years	-	639,745
	669,237	698,650
Future finance charges	(53,828)	(83,321)
Present value of SFCL	615,409	615,329

#### (c) Unrated Medium Term Note ("MTN") (unsecured and interest bearing)

The Group had established an Unrated Medium Term Note ("MTN") Programme of up to RM3.0 billion in nominal value ("MTN Programme") on 9 June 2017. The MTN Programme has a tenure of 15 years from the date of the first issuance of the MTN.

On 10 August 2017, the Group issued the first series of the MTN amounting to RM300 million in nominal value for a tenure of 5 years at a coupon rate of 5.3% per annum. The coupon is payable semi-annually.

On 2 September 2020, MBNS had redeemed its first series of the MTN.

The following is a summary of the repayment terms:

	Group	
	2021 RM'000	2020 RM'000
<b>MTN repayments (including finance charges):</b>		
- Not later than 1 year	-	15,813
- Later than 1 year and not later than 2 years	-	15,944
- Later than 2 years and not later than 5 years	-	315,856
	-	347,613
Future finance charges	-	(40,164)
Present value of MTN	-	307,449

### 27 Borrowings (Cont'd.)

#### (d) Term Loans (unsecured and interest bearing)

The Group and the Company had on 12 May 2011 obtained financing to facilitate completion of the reorganisation as disclosed in Note 30. The financing comprises the following tranches:

- (i) Ringgit term loan of RM2,010 million ("2B") and RM1,000 million ("1B") (collectively "RM Term Loan Facilities"); and
- (ii) US Dollar ("USD") term loan of USD330 million ("USD Term Loan Facilities").

The RM Term Loan Facilities and the USD Term Loan Facilities, both with 10-year tenure with instalment repayment and final maturity on 19 May 2021 and 8 June 2021 respectively.

The balance of 2B tranche under its Ringgit Term Loan Facilities has been fully prepaid on 19 November 2018. On 21 December 2020, the Company fully prepaid RM37.5 million of its Ringgit term loan balance under 1B tranche.

The USD Term Loan Facilities had been fully hedged upon drawdown. The USD Term Loan Facilities had been swapped into RM at an average exchange and fixed interest rate of USD/RM3.0189 (2020: USD/RM3.0189) and 4.19% (inclusive of margin of 1%) (2020: 4.19% (inclusive of margin of 1%)). The applicable interest margins under the USD Term Loan Facilities vary from 1.0% to 1.75% (2020: 1.0% to 1.75%) based on a net debt to adjusted EBITDA ratio (as defined in the facilities agreements) of less than 2.0 times to greater than 4.0 times (2020: less than 2.0 times to greater than 4.0 times).

MBNS accepted the following term loan facility ("MBNS Term Loan"):

- (i) 1<sup>st</sup> MBNS Term Loan on 9 August 2018

MBNS had drawn down RM380 million on 23 August 2018 with RM50 million maturing on 23 February 2023 and RM330 million maturing on 23 August 2023. The interest rate is 5.18% per annum, payable quarterly.

- (ii) 2<sup>nd</sup> MBNS Term Loan on 28 December 2018

MBNS had drawn down RM50 million and RM250 million on 28 March 2019 and 28 June 2019 respectively maturing on 28 March 2024. The interest rate is ranging from 3.37% to 4.27% (2020: 4.84% to 5.30%) per annum, payable quarterly.

- (iii) 3<sup>rd</sup> MBNS Term Loan on 27 August 2020

MBNS had drawn down RM300 million on 2 September 2020 with semi-annual repayment and final maturity on 2 September 2026. The interest rate is ranging from 3.23% to 3.28% per annum, payable quarterly.

## Notes to the Financial Statements

31 January 2021

### 27 Borrowings (Cont'd.)

#### (d) Term Loans (unsecured and interest bearing) (Cont'd.)

The following is a summary of the repayment terms:

	Group	
	2021 RM'000	2020 RM'000
<b>Term loans repayments (including finance charges):</b>		
- Not later than 1 year	162,381	325,611
- Later than 1 year and not later than 2 years	180,344	177,374
- Later than 2 years and not later than 5 years	761,920	733,522
- Later than 5 years	123,450	-
	<b>1,228,095</b>	<b>1,236,507</b>
Future finance charges	(141,397)	(132,954)
Present value of term loans	<b>1,086,698</b>	<b>1,103,553</b>

	Company	
	2021 RM'000	2020 RM'000
<b>Term loans repayments (including finance charges):</b>		
- Not later than 1 year	100,774	289,935
- Later than 1 year and not later than 2 years	-	141,341
	<b>100,774</b>	<b>431,276</b>
Future finance charges	(443)	(12,728)
Present value of term loans	<b>100,331</b>	<b>418,548</b>

### 28 Deferred Tax Assets/(Liabilities)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority. The following amounts, determined after appropriate offsetting, are shown in the balance sheets:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Subject to income tax:				
Deferred tax assets:				
- Deferred tax assets to be recovered after more than 12 months	46,617	39,363	-	-
- Deferred tax assets to be recovered within 12 months	87,923	89,326	307	221
	<b>134,540</b>	<b>128,689</b>	<b>307</b>	<b>221</b>
Deferred tax liabilities:				
- Deferred tax liability to be settled after more than 12 months	(82,180)	(79,921)	-	-
- Deferred tax liability to be settled within 12 months	(6,240)	(9,356)	-	-
	<b>(88,420)</b>	<b>(89,277)</b>	<b>-</b>	<b>-</b>
Net deferred tax assets	<b>46,120</b>	<b>39,412</b>	<b>307</b>	<b>221</b>
At beginning of financial year	<b>39,412</b>	<b>34,069</b>	<b>221</b>	<b>258</b>
(Charged)/credited to income statements (Note 10):				
Provisions and accruals	4,572	(10,052)	85	(37)
Tax losses	(7,097)	(6,109)	-	-
Property, plant and equipment	12,375	(7,666)	1	-
Right-of-use assets	42,902	28,327	-	-
Lease liabilities	(44,016)	(22,575)	-	-
Intangible assets	(11,918)	23,055	-	-
Receivables	2,330	(8,024)	-	-
Contract liabilities	(3,058)	(2,864)	-	-
Others	1,828	11,285	-	-
	<b>(2,082)</b>	<b>5,377</b>	<b>86</b>	<b>(37)</b>
Credited/(charged) to other comprehensive income:				
Cash flow hedge	8,790	(34)	-	-
At end of financial year	<b>46,120</b>	<b>39,412</b>	<b>307</b>	<b>221</b>

## Notes to the Financial Statements

31 January 2021

### 28 Deferred Tax Assets/(Liabilities) (Cont'd.)

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Subject to income tax:				
Deferred tax assets (before offsetting):				
Provisions and accruals	5,092	520	306	221
Tax losses	10,939	18,036	-	-
Property, plant and equipment	13,557	2,201	1	-
Lease liabilities	309,792	353,808	-	-
Intangible assets	-	1,787	-	-
Receivables	5,902	3,572	-	-
Contract liabilities	42,734	45,792	-	-
Cash flow hedge	8,496	-	-	-
Others	17,292	15,493	-	-
	<b>413,804</b>	<b>441,209</b>	<b>307</b>	<b>221</b>
Offsetting	(279,264)	(312,520)	-	-
Deferred tax assets (after offsetting)	<b>134,540</b>	<b>128,689</b>	<b>307</b>	<b>221</b>
Subject to income tax:				
Deferred tax liabilities (before offsetting):				
Property, plant and equipment	(3,431)	(4,450)	-	-
Right-of-use assets	(265,654)	(308,556)	-	-
Intangible assets	(98,571)	(88,440)	-	-
Cash flow hedge	-	(294)	-	-
Others	(28)	(57)	-	-
	<b>(367,684)</b>	<b>(401,797)</b>	<b>-</b>	<b>-</b>
Offsetting	279,264	312,520	-	-
Deferred tax liabilities (after offsetting)	<b>(88,420)</b>	<b>(89,277)</b>	<b>-</b>	<b>-</b>

### 28 Deferred Tax Assets/(Liabilities) (Cont'd.)

Deferred tax assets have not been recognised in respect of the following items (stated at gross amounts):

	Group	
	2021 RM'000	2020 RM'000
Tax losses carried forward:		
- Expiring between one and five years	221,334	177,323
- Expiring over five years	16,890	72,965
- No expiry period	83,472	92,347
	<b>321,696</b>	<b>342,635</b>
Capital allowances carried forward	18	21,184
Other temporary differences carried forward	12,448	4,343
Unabsorbed investment tax allowances	25	25
	<b>334,187</b>	<b>368,187</b>

The availability of unutilised tax losses for offsetting against future taxable profits of a subsidiary in Malaysia is subject to there being no substantial changes in the shareholding of the subsidiary under the Income Tax Act 1967 and guidelines issued by the tax authority. With effect from the year of assessment ("YA") 2019, unutilised business losses arising from a YA are allowed to only be carried forward from YA 2018 for utilisation up to 7 consecutive YAs from that YA. In addition, any accumulated unabsorbed business losses brought forward from YA 2018 can only be utilised for 7 consecutive YAs (i.e. until YA 2025). The deductible temporary difference in relation to unabsorbed capital allowances does not have any expiry date.

## Notes to the Financial Statements

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### 29 Share Capital

	Group			
	Number of shares 2021 '000	Amount 2021 RM'000	Number of shares 2020 '000	Amount 2020 RM'000
<b>Issued and fully paid up:</b>				
<i>Ordinary shares</i>				
At beginning of financial year	5,214,507	6,728,415	5,214,315	6,727,937
Issued during the financial year:				
- Share grant exercised (Note (a))	-	-	192	468
At end of financial year	5,214,507	6,728,415	5,214,507	6,728,405
<i>Others</i>				
At beginning and end of financial year	-	-	-	10
<b>Total</b>	<b>5,214,507</b>	<b>6,728,415</b>	<b>5,214,507</b>	<b>6,728,415</b>

	Company			
	Number of shares 2021 '000	Amount 2021 RM'000	Number of shares 2020 '000	Amount 2020 RM'000
<b>Issued and fully paid up:</b>				
<i>Ordinary shares</i>				
At beginning of financial year	5,214,507	6,728,405	5,214,315	6,727,937
Issued during the financial year:				
- Share grant exercised (Note (a))	-	-	192	468
At end of financial year	5,214,507	6,728,405	5,214,507	6,728,405

(a) On 21 October 2019, the Company issued and allotted 192,200 ordinary shares in the Company to eligible executives or eligible employees, pursuant to the letters of offer dated 19 October 2016 ("Offer Letter") and in accordance with the By-laws of the MSS 2012. Subsequent to the above, the total number of issued shares of the Company increased to 5,214,506,700 ordinary shares.

### 30 Capital Reorganisation Reserve

The Company acquired the entire issued and paid up share capital of MBNS comprising 260,217,142 ordinary shares of RM1.00 each and 10,000 Class A RPS of RM1.00 each for a total consideration of RM6,795,540,152 on 5 April 2011. The acquisition was accounted for as a capital reorganisation of MBNS.

The difference between the total consideration paid by the Company and the acquired net assets of MBNS was accounted for as capital reorganisation reserve.

### 31 Hedging Reserve

This represents changes in the fair value of the hedging instruments, represented by the interest rate swap, cross-currency interest rate swap ("CCIRS"), forward foreign currency exchange contracts and foreign currency options which the Group entered into during the financial year, which is deferred in the hedging reserve until the hedged items affect the income statements. The hedging reserves relate to the following hedging instruments:

Group	Cost of hedging reserve RM'000	Cash flow hedge reserve				Total hedging reserves RM'000
		Intrinsic value of options RM'000	Spot component of currency forwards RM'000	Interest rate swaps RM'000	Spot component of CCIRS RM'000	
<b>At 1 February 2019</b>	1,243	1,102	(3,515)	(320)	3,347	1,857
Change in fair value of hedging instrument recognised in OCI	-	6,988	(2,811)	(2,505)	(60,915)	(59,243)
Costs of hedging deferred and recognised in OCI	4,680	-	-	-	-	4,680
Reclassified from OCI to profit or loss	-	-	(3,321)	661	56,079	53,419
Deferred tax	(1,172)	(1,677)	2,815	-	-	(34)
<b>At 31 January 2020</b>	<b>4,751</b>	<b>6,413</b>	<b>(6,832)</b>	<b>(2,164)</b>	<b>(1,489)</b>	<b>679</b>
<b>At 1 February 2020</b>	<b>4,751</b>	<b>6,413</b>	<b>(6,832)</b>	<b>(2,164)</b>	<b>(1,489)</b>	<b>679</b>
Change in fair value of hedging instrument recognised in OCI	-	(5,676)	(25,690)	(3,406)	(57,317)	(92,089)
Costs of hedging deferred and recognised in OCI	(6,817)	-	-	-	-	(6,817)
Reclassified from OCI to profit or loss	-	-	(1,566)	3,013	58,124	59,571
Deferred tax	1,461	1,362	5,967	-	-	8,790
<b>At 31 January 2021</b>	<b>(605)</b>	<b>2,099</b>	<b>(28,121)</b>	<b>(2,557)</b>	<b>(682)</b>	<b>(29,866)</b>



## Notes to the Financial Statements

31 January 2021

### 31 Hedging Reserve (Cont'd.)

Company	Cost of hedging reserve RM'000	Cash flow hedge reserve	Total hedging reserves RM'000
		Spot component of CCIRS RM'000	
<b>At 1 February 2019</b>	(1,997)	3,347	1,350
Change in fair value of hedging instrument recognised in OCI	-	(60,915)	(60,915)
Costs of hedging deferred and recognised in OCI	3,038	-	3,038
Reclassified from OCI to profit or loss	-	56,079	56,079
<b>At 31 January 2020</b>	1,041	(1,489)	(448)
<b>At 1 February 2020</b>	1,041	(1,489)	(448)
Change in fair value of hedging instrument recognised in OCI	-	(57,051)	(57,051)
Costs of hedging deferred and recognised in OCI	(861)	-	(861)
Reclassified from OCI to profit or loss	-	57,949	57,949
<b>At 31 January 2021</b>	180	(591)	(411)

#### Hedge ineffectiveness

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic assessments to ensure that an economic relationship exists between the hedged item and hedging instrument.

For hedges of foreign currency purchases, the Group enters into hedge relationships where the critical terms of the hedging instrument match exactly with the terms of the hedged item. The Group therefore performs a qualitative assessment of effectiveness. If changes in circumstances affect the terms of the hedged item such that the critical terms no longer match exactly with the critical terms of the hedging instrument, the Group uses the hypothetical derivative method to assess effectiveness.

In hedges of foreign currency purchases, ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, or if there are changes in the credit risk or the derivative counterparty.

### 31 Hedging Reserve (Cont'd.)

#### Hedge ineffectiveness (Cont'd.)

The Group enters into interest rate swaps that have similar critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Group does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding loans up to the notional amount of the swaps. As all critical terms matched during the year, the economic relationship was 100% effective.

Hedge ineffectiveness for interest rate swaps is assessed using the same principles as for hedges of foreign currency purchases. It may occur if:

- there is a reduction in the total amount of the hedged items (loans), and
- differences in critical terms between the interest rate swaps and loans.

There was no ineffectiveness during financial year 2021 in relation to the interest rate swaps.

### 32 Fair Value Reserve

This represents the cumulative net change in the fair value of FVOCI financial assets until the investments are derecognised or impaired in the income statement.

### 33 Share Scheme Reserve

This represents the cumulative value of employee services rendered for the grant of share awards. When the grant is exercised, for any period prior to the Act's effective date, the amount from the share scheme reserve is transferred to share premium and share capital. For any period on and after the Act's effective date, the amount from the share scheme reserve is transferred to share capital. When the share grants expire, the amount from the share scheme reserve is transferred to retained earnings. Details of the share grant are disclosed in Note 7(a).

### 34 Non-Cash Transactions

The principal non-cash transactions during the financial year for the Group and the Company are as follows:

- (a) Advertising airtime sales and digital advertising in exchange for consumable items of RM3,046,000 (2020: RM11,643,000) and subsequent settlement of liabilities using these consumable items.
- (b) Acquisition of set-top boxes not settled in cash as at year end of RM109,215,000 (2020: RM172,329,000).
- (c) Dividend on unit trust received in the form of unit trust reinvestment for the Group of RM14,679,000 (2020: RM18,246,000) and for the Company of RM3,170,000 (2020: RM3,022,000).

## Notes to the Financial Statements

31 January 2021

### 35 Capital Commitments

(a) Capital commitments for property, plant and equipment not provided for in the financial statements are as follows:

	Group	
	2021 RM'000	2020 RM'000
Approved and contracted for	1,501,803	1,475,646
Approved but not contracted for	63,085	64,314
	<b>1,564,888</b>	<b>1,539,960</b>

Included in approved and contracted for is the supply of transponder capacity to MBNS by MEASAT Communication Systems Sdn Bhd ("MCSSB") on MEASAT 3d satellite of RM1,420,146,000 (31 January 2020: RM1,435,415,000). MCSSB is an indirect subsidiary of a company in which, a substantial shareholder, Ananda Krishnan Tatparanandam has a 100% direct equity interest.

(b) Programming commitments for programme rights not provided for in the financial statements are as follows:

	Group	
	2021 RM'000	2020 RM'000
Approved and contracted for	436,078	744,893
Approved but not contracted for	552,667	705,379
	<b>988,745</b>	<b>1,450,272</b>

(c) Commitments for software not provided for in the financial statements are as follows:

	Group	
	2021 RM'000	2020 RM'000
Approved and contracted for	44,152	51,699
Approved but not contracted for	226,245	109,901
	<b>270,397</b>	<b>161,600</b>

### 36 Significant Related Party Disclosures

The Group has a number of related party transactions with companies directly or indirectly controlled by or associated with Usaha Tegas Sdn. Bhd. ("UTSB") as well as companies or entities directly or indirectly controlled by or associated with Ananda Krishnan Tatparanandam ("TAK") or in which he is deemed to have an interest. UTSB and TAK are deemed substantial shareholders of the Company.

UTSB has a 23.95% indirect interest in the Company through its wholly-owned subsidiaries, All Asia Media Equities Limited and Usaha Tegas Entertainment Systems Sdn Bhd. The ultimate holding company of UTSB is PanOcean Management Limited ("PanOcean"). PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of TAK and foundations including those for charitable purposes. Although PanOcean and TAK are deemed to have an interest in the shares of the Company, they do not have any economic or beneficial interest over such shares as such interest is held subject to the terms of the discretionary trust.

TAK also has a deemed interest in the shares of the Company via entities which are the direct shareholders of the Company and held by companies ultimately controlled by TAK.

In addition to related party disclosures mentioned elsewhere in the financial statements, set out below are other significant transactions and balances. The related party transactions described below were carried out on agreed terms with the related parties.

The significant related parties, with whom the Group and Company transact, include the following companies:

Related Companies	Relationship
AESB	Subsidiary of the Company
AGS	Subsidiary of the Company
APSB	Subsidiary of the Company
ASSB	Subsidiary of the Company
GTS	Subsidiary of the Company
MBNS	Subsidiary of the Company
Kristal-Astro Sdn. Bhd.	Associate of ABSB

## Notes to the Financial Statements

31 January 2021

### 36 Significant Related Party Disclosures (Cont'd.)

The significant related parties, with whom the Group and Company transact with, include the following companies (Cont'd.):

Related Parties	Relationship
ASTRO Overseas Limited ("AOL")	Subsidiary of Astro Holdings Sdn Bhd ("AHSB"), a company jointly controlled by UTSB and Khazanah Nasional Berhad
Celestial Movie Channel Limited	Associate of AOL
Sun TV Network Limited	Joint Venture partner of AOL
Tiger Gate Entertainment Limited	Associate of AOL
Maxis Broadband Sdn. Bhd.	Subsidiary of a joint venture of UTSB
Maxis Mobile Sdn. Bhd.	Subsidiary of a joint venture of UTSB
UTSB Management Sdn. Bhd.	Subsidiary of UTSB
MEASAT Satellite Systems Sdn. Bhd. ("MSS")	Indirect subsidiary of a company in which TAK has a 100% direct equity interest
MEASAT International (South Asia) Ltd. ("MISAL")	Indirect subsidiary of a company in which TAK has a 100% direct equity interest
MEASAT Communication Systems Sdn Bhd ("MCSSB")	Indirect subsidiary of a company in which TAK has a 100% direct equity interest

#### (a) Sales of goods and services

	Group	
	2021 RM'000	2020 RM'000
<b>Sales of goods and services to related parties:</b>		
Maxis Mobile Sdn. Bhd. - Airtime sales	3,607	7,934
<b>Sales of goods and services to an associate:</b>		
Kristal-Astro Sdn. Bhd. - Programme services and right sales, technical support, smartcard rental and sales of set-top boxes	2,212	4,258

	Company	
	2021 RM'000	2020 RM'000
<b>Interest income on advances to subsidiaries:</b>		
MBNS	-	981
APSB	-	1,201
ASSB	504	717
<b>Interest income from IHB</b>		
GTS	97	1,295
<b>Share-based payments charged to subsidiary:</b>		
MBNS	230	126
<b>Corporate management fees charged to subsidiary:</b>		
MBNS	3,160	2,710

### 36 Significant Related Party Disclosures (Cont'd.)

#### (b) Purchases of goods and services

	Group	
	2021 RM'000	2020 RM'000
<b>Purchases of goods and services from related parties:</b>		
UTSB Management Sdn. Bhd. - Personnel, strategic and other consultancy and support services	16,448	15,706
Maxis Broadband Sdn. Bhd. - Telecommunication services	61,337	47,023
MSS - Expenses related to leases	30,171	36,260
MISAL - Expenses related to leases - Deposit refunded for transponder lease	79,314 (5,332)	82,678 -
MCSSB - Deposit paid for transponder lease	41,945	41,391
Celestial Movie Channel Limited - Programme broadcast rights	13,507	17,360
Sun TV Network Limited - Programme broadcast rights	28,469	42,597
Tiger Gate Entertainment Limited - Programme broadcast rights	5,779	8,047
<b>Corporate management fees charged by subsidiary:</b>		
AGS	4,022	4,011

## Notes to the Financial Statements

31 January 2021

### 36 Significant Related Party Disclosures (Cont'd.)

(c) Advances to subsidiaries:

	Company	
	2021 RM'000	2020 RM'000
GTS	-	1,000

(d) Repayment of advances by subsidiaries:

	Company	
	2021 RM'000	2020 RM'000
MBNS	-	82,800
APSB	-	19,706
ASSB	11,463	-

(e) Year end balances arising from significant sales/purchases of goods and services (stated at gross)

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
<b>Receivable from related parties</b>				
Maxis Broadband Sdn. Bhd.	3,445	2,619	-	-
MSS	19	39	-	-
<b>Receivable from an associate</b>				
Kristal-Astro Sdn. Bhd.	31,331	39,183	-	-
<b>Receivable from a subsidiary</b>				
MBNS	-	-	250,638	263,585
AESB	-	-	-	893
<b>Payable to related parties</b>				
UTSB Management Sdn. Bhd.	9,552	1,255	-	-
Maxis Broadband Sdn. Bhd.	17,267	11,385	-	-
MSS	932	225	-	-
Celestial Movie Channel Limited	2,203	2,371	-	-
Sun TV Network Limited	8,162	19,479	-	-
Tiger Gate Entertainment Limited	455	-	-	-

### 36 Significant Related Party Disclosures (Cont'd.)

(f) Year end balances arising from advances to subsidiaries

	Company	
	2021 RM'000	2020 RM'000
<b>Advances to subsidiaries</b>		
ASSB	6,583	17,542

(g) Key management personnel's remuneration and emoluments

The remuneration of key management personnel during the year was as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Directors' fees and meeting allowances	2,935	3,039	2,935	3,029
Salaries and bonus	30,186	23,331	4,232	2,496
Defined contribution plans	3,331	3,766	637	464
Estimated money value of benefits-in-kind	113	53	25	37
Staff welfare and allowances	143	2,028	9	621
Separation scheme	832	694	-	-
	37,540	32,911	7,838	6,647

Key management personnel comprises Directors and members of the senior leadership team who are directly responsible for the financial and operating policies, and decisions of the Group and the Company. The key management personnel information includes remunerations for Directors of the Company and its subsidiaries, consistent with Note 8 to the financial statements.

(h) Government-related entities

Khazanah Nasional Berhad ("Khazanah") is deemed interested in 20.67% of the Company's shares held by its wholly-owned subsidiary, Pantai Cahaya Bulan Ventures Sdn Bhd. Khazanah is the sovereign wealth fund of the Government of Malaysia and was incorporated under the Companies Act 2016 on 3 September 1993 as a public limited company. Except for one share owned by the Federal Lands Commissioner, all the share capital of Khazanah is owned by the Minister of Finance Incorporated, a body pursuant to the Ministry of Finance (Incorporation) Act 1957.

All the transactions entered into by the Group with the government-related entities are conducted in the ordinary course of the Group's business on negotiated terms.

(i) Collectively, but not individually, significant transactions

The Group has transactions with other government-related entities including but not limited to the use of public utilities.

These transactions are conducted in the ordinary course of the Group's business on negotiated terms.

For the financial year ended 31 January 2021, management estimates that the aggregate amount of the Group's significant transactions with other government-related entities are at 3.10% (2020: 3.16%) of its total administrative expenses.

## Notes to the Financial Statements

31 January 2021

### 37 Financial Instruments

#### (a) Credit risk

The Group and Company are exposed to credit risk arising from the financial assets of the Group and Company, which comprise receivables, contract assets, cash and cash equivalents and derivative financial instruments.

#### Trade receivables and contract assets

##### (i) Measurement of expected credit losses ("ECL")

The Group applies the MFRS 9 simplified approach in measuring ECL which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates are based on the payment profiles of sales over a period of 24 months before 31 January 2021 and the corresponding historical credit losses experienced within this period and is inclusive of data observed since the outbreak of the COVID-19 pandemic. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors, including assumptions relating to COVID-19. The Group has identified the unemployment rate of Malaysia to be the most relevant factor and accordingly adjusted the historical loss rates based on expected changes in this factor.

##### (ii) Maximum exposure to credit risk

The Group assesses impairment of subscriber, advertising and other trade debtors separately. The following table consolidates the analysis of the credit risk exposure of financial instruments for which an ECL allowance is recognised. The gross carrying amount of financial assets below also represents the Group's maximum exposure to credit risk on these assets:

Group	Current RM'000	Past Due			Total RM'000
		Between 1 and 60 days RM'000	Between 61 and 90 days RM'000	Over 90 days RM'000	
<b>At 31 January 2021</b>					
Expected loss rate	0.1-4.9%	0.2-31.0%	1.4-46.3%	5.3-100%	
Gross carrying amount – Trade receivables	197,058	47,489	4,287	46,990	295,824
Gross carrying amount – Contract assets	11,558	-	-	-	11,558
Loss allowance	(4,008)	(3,789)	(1,891)	(39,045)	(48,733)
Carrying amount (net of loss allowance)	204,608	43,700	2,396	7,945	258,649

### 37 Financial Instruments (Cont'd.)

#### (a) Credit risk (Cont'd.)

#### Trade receivables and contract assets (Cont'd.)

##### (ii) Maximum exposure to credit risk (Cont'd.)

Group (Cont'd.)	Current RM'000	Past Due			Total RM'000
		Between 1 and 60 days RM'000	Between 61 and 90 days RM'000	Over 90 days RM'000	
<b>At 31 January 2020</b>					
Expected loss rate	0.2-2.6%	0.5-34.7%	1.9-48.5%	4.8-100%	
Gross carrying amount – Trade receivables	281,830	64,812	6,349	44,754	397,745
Gross carrying amount – Contract assets	8,557	-	-	-	8,557
Loss allowance	(3,465)	(4,323)	(2,383)	(29,140)	(39,311)
Carrying amount (net of loss allowance)	286,922	60,489	3,966	15,614	366,991

The above trade receivables are past due but not impaired as based on past collection trends, management believes that these balances are recoverable. In addition, certain specific trade receivables are concluded on a barter basis and collection is based on contracted terms between the parties.

##### (iii) Reconciliation of loss allowance

The loss allowance for trade receivables and contract assets of the Group as at 31 January 2021 reconciles to the opening loss allowance as follows:

	Trade receivables	
	2021 RM'000	2020 RM'000
<b>At beginning of financial year</b>	(39,311)	(44,248)
Charged for the year	(42,435)	(51,448)
Written off	33,013	56,385
<b>At end of financial year</b>	<b>(48,733)</b>	<b>(39,311)</b>

## Notes to the Financial Statements

31 January 2021

### 37 Financial Instruments (Cont'd.)

#### (a) Credit risk (Cont'd.)

##### Other financial asset at amortised costs

Other financial assets at amortised costs include other receivables, amount due from associate and amounts due from related parties. The loss allowance for other receivables and amounts due from related parties of the Group as at 31 January 2021 reconciles to the opening loss allowance as follows:

	Other receivables		Amount due from associate		Amounts due from related parties	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
At beginning of financial year	(172)	(50)	(39,198)	(39,533)	(1,121)	(5,859)
Reversal/(Charged) for the year	80	(129)	7,853	335	(736)	(225)
Written off	-	7	-	-	830	4,963
At end of financial year	(92)	(172)	(31,345)	(39,198)	(1,027)	(1,121)

##### Advances to subsidiaries and amount due from subsidiaries

For inter-company balances that are repayable on demand, the Company's ECL is based on the following assumptions:

- If the borrower has sufficient accessible highly liquid assets in order to repay the advances if demanded at the reporting date, the ECL is likely to be immaterial.
- If the borrower could not repay the advances if demanded at the reporting date, the Company considers the expected manner of recovery to measure the ECL, including assumptions relating to COVID-19. The recovery manner could be either through 'repayment over time' or a fire sale of less liquid assets by the borrower.
- If the recovery strategies indicate that the Company would fully recover the outstanding balance of the advances, the ECL would be limited to the effect of the discounting of the amount due on the advances, at the advances' effective interest rates, over the period until the amount is fully recovered.

As at the end of the financial year, there was no indication that the advances to subsidiaries are not recoverable other than those which have already been impaired. The Company does not specifically monitor the aging of amount due from subsidiaries.

##### Other financial assets

With respect to credit risk arising from other financial assets of the Group, the Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

In addition, a majority of the Group's deposits are placed with financial institutions with strong credit ratings in Malaysia. Investment in unit trusts are made in cash/money market i.e. very liquid funds.

### 37 Financial Instruments (Cont'd.)

#### (b) Liquidity risk

Liquidity risk is the risk that the Group and Company will not be able to meet its financial obligations as they fall due. The Group and Company's exposure to liquidity risk arises principally from its various payables, other financial liabilities, loans and borrowings.

The Group and Company maintain a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure that, as far as possible, it will have sufficient liquidity to meet its liabilities when they fall due.

The table below summarises the maturity profile of the Group and Company's financial liabilities (borrowings, payables and other financial liabilities, excluding contract liabilities) at 31 January 2021 and 31 January 2020 based on contractual undiscounted payments:

	Within 1 year RM'000	Between 1 and 5 years RM'000	Over 5 years RM'000	Total RM'000
<b>Group</b>				
<b>At 31 January 2021</b>				
Borrowings	462,006	2,306,802	787,373	3,556,181
Payables	825,608	-	-	825,608
Other financial liabilities	172,170	212,301	-	384,471
Derivative financial instruments – financial liabilities	44,523	5,150	-	49,673
	<b>1,504,307</b>	<b>2,524,253</b>	<b>787,373</b>	<b>4,815,933</b>
<b>At 31 January 2020</b>				
Borrowings	638,305	2,756,759	818,974	4,214,038
Payables	774,901	-	-	774,901
Other financial liabilities	267,594	333,257	-	600,851
Derivative financial instruments – financial liabilities	14,388	(1,307)	-	13,081
	<b>1,695,188</b>	<b>3,088,709</b>	<b>818,974</b>	<b>5,602,871</b>
<b>Company</b>				
<b>At 31 January 2021</b>				
Borrowings	100,774	-	-	100,774
Payables	8,200	-	-	8,200
	<b>108,974</b>	<b>-</b>	<b>-</b>	<b>108,974</b>
<b>At 31 January 2020</b>				
Borrowings	289,935	141,341	-	431,276
Payables	8,010	-	-	8,010
	<b>297,945</b>	<b>141,341</b>	<b>-</b>	<b>439,286</b>

## Notes to the Financial Statements

31 January 2021

### 37 Financial Instruments (Cont'd.)

#### (c) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and other prices that will affect the Group's financial position or cash flows.

#### Foreign exchange risk

##### Exposure

The Group and Company's exposure to foreign currency risk at the end of the reporting period, expressed in RM, was as follows:

	Denominated in USD	
	2021 RM'000	2020 RM'000
<b>Group</b>		
Bank balances	178,410	175,971
Receivables	5,154	9,824
Payables	(322,289)	(255,539)
Other financial liabilities	(39,911)	-
Borrowings	(1,164,144)	(1,456,435)
<b>Company</b>		
Bank balances	13	14
Payables	(98)	(72)
Borrowings	(100,331)	(304,961)

##### Instruments used by the Group

The Group is exposed to foreign currency risk on sales, purchases and borrowings that are denominated in a currency other than the respective functional currencies of the Group's entities. The currency giving rise to this risk is primarily USD. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that are not the functional currency of the relevant group entity. The risk is measured through a forecast of highly probable USD expenditures. The risk is hedged with the objective of minimising the volatility of the RM currency cost of highly probable forecast content purchases.

The Group treasury's risk management policy is to hedge between 75% and 100% of forecasted USD payables and commitments falling due (on a rolling basis) within twelve months. For payables and commitments above the 12-months rolling period, the hedging is subject to a review of the cost of implementing each hedge and approvals from the Treasury Committee and thereafter, the Board.

In addition to foreign currency forwards, the Group also uses foreign currency options to hedge content purchases on specific contracts and periods. Under the Group's policy, the critical terms of the forwards and options must align with the hedged items.

### 37 Financial Instruments (Cont'd.)

#### (c) Market risk (Cont'd.)

#### Foreign exchange risk (Cont'd.)

##### Instruments used by the Group (Cont'd.)

The Group only designates the spot component of foreign currency forwards in hedge relationships. The spot component is determined with reference to relevant spot market exchange rates. The differential between the contracted forward rate and the spot market exchange rate is defined as the forward points. It is discounted, where material.

The intrinsic value of foreign currency options is determined with reference to the relevant spot market exchange rate. The differential between the contracted strike rate and the discounted spot market exchange rate is defined as the time value. It is discounted, where material.

The changes in the forward element of the foreign currency forwards and the time value of the options that relate to hedged items are deferred in the costs of hedging reserve.

##### Effects of hedge accounting on the financial position and performance

The effects of the foreign currency related hedging instruments on the Group and Company's financial position and performance are as follows:

	2021 RM'000	2020 RM'000
(i) Foreign currency options		
Carrying amount (asset)	2,763	8,438
Notional amount USD	85,142	218,085
Maturity date	Current up to 3 years	Current up to 3 years
Hedge ratio	1:1	1:1
Change in intrinsic value of outstanding hedging instruments for the year	(5,676)	6,988
Change in fair value of hedged item used to determine hedge effectiveness	5,676	(6,988)
Weighted average strike rate for the year	USD1:RM3.732	USD1:RM3.768
(ii) Foreign currency forwards		
Carrying amount (net liability)	(48,873)	(11,741)
Notional amount USD	1,533,670	1,480,000
Maturity date	Current up to 5 years	Current up to 5 years
Hedge ratio	1:1	1:1
Change in discounted spot value of outstanding hedging instrument for the year	(27,256)	(6,132)
Change in fair value of hedged item used to determine hedge effectiveness	27,256	6,132
Weighted average hedged rate for the year (including forward points)	USD1:RM4.238	USD1:RM4.177

## Notes to the Financial Statements

31 January 2021

### 37 Financial Instruments (Cont'd.)

#### (c) Market risk (Cont'd.)

##### Foreign exchange risk (Cont'd.)

Effects of hedge accounting on the financial position and performance (Cont'd.)

	2021 RM'000	2020 RM'000
(iii) Cross-currency interest rate swaps		
Carrying amount (asset)	23,611	79,340
Notional amount USD	115,875	224,153
Maturity date	Current up to 3 years	Current up to 3 years
Hedge ratio	1:1	1:1
Change in fair value of outstanding hedging instruments for the year	807	(4,836)
Change in value of hedged item used to determine hedge effectiveness	(807)	4,836
Weighted average hedged rate for the year	USD1: RM3.348	USD1:RM3.0189

The following table provides the sensitivity to a reasonably possible change in the USD exchange rate, taking into account the impact of hedging, with all other variables held constant, of the Group and Company's profit or loss after tax. The sensitivity analysis includes outstanding foreign currency denominated monetary items and adjusts their translation at the year end for a 10% change in the exchange rate.

	Increase/ (decrease) in USD rate	Effect on profit after tax RM'000	Effect on equity RM'000
<b>Group</b>			
31 January 2021	+10%	(50,995)	4,550
	-10%	50,995	(4,550)
31 January 2020	+10%	(63,109)	3,498
	-10%	63,109	(3,498)
<b>Company</b>			
31 January 2021	+10%	(10)	(11)
	-10%	10	11
31 January 2020	+10%	(5)	99
	-10%	5	(99)

### 37 Financial Instruments (Cont'd.)

#### (c) Market risk (Cont'd.)

##### Interest rate risk

The Group and Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short-term receivables and payables are not significantly exposed to interest rate risk.

The Group and Company adopt a baseline policy to hedge between 50% and 100% of its borrowing and vendor financing interest rate exposure from floating to fixed rate basis.

Hedging instrument	Hedged item	2021 Weighted average fixed rate %	2020 Weighted average fixed rate %
<b>Group</b>			
CCIRS	USD term loan	4.19	4.19
CCIRS	USD vendor financing	1.39	-
RM IRS	RM vendor financing	3.62	3.66
<b>Company</b>			
CCIRS	USD term loan	4.19	4.19

The CCIRS for borrowings will mature on 8 June 2021, while the CCIRS and IRS for vendor financing have an average 3-year maturity date.

The notional principal amount and maturity profiles of both IRS and CCIRS are disclosed in Note 26 to the financial statements.

The profile of the Group and Company's floating rate interest-bearing financial instruments, based on the carrying amounts are set out below:

	2021 RM'000	2020 RM'000
<b>Group</b>		
Other financial liabilities	(371,819)	(568,246)
Borrowings	(700,139)	(716,145)
<b>Company</b>		
Advances to subsidiaries	6,220	15,270
Borrowings	(100,139)	(416,145)



## Notes to the Financial Statements

31 January 2021

### 37 Financial Instruments (Cont'd.)

#### (c) Market risk (Cont'd.)

##### Interest rate risk (Cont'd.)

Effects of hedge accounting on the financial position and performance

The effects of the interest rate swaps on the Group's financial position and performance are as follows:

	2021 RM'000	2020 RM'000
(i) Interest rate swaps		
Carrying amount (liability)	(2,942)	(2,327)
Notional amount	186,086	407,674
Maturity date	Current up to 3 years	Current up to 3 years
Hedge ratio	1:1	1:1
Change in fair value of outstanding hedging instruments for the year	(393)	(1,844)
Change in fair value of hedged item used to determine hedge effectiveness	393	1,844
Weighted average hedged rate for the year	3.62%	3.66%

The following table provides the sensitivity to a reasonably possible change in interest rates, taking into account the impact of hedging, with all other variables held constant, of the Group and Company's profit or loss after tax. The sensitivity analysis is determined based on the impact on floating rate financial instruments at the end of the balance sheet date.

	Increase/ (decrease) in basis points	Effect on profit after tax RM'000	Effect on equity RM'000
<b>Group</b>			
31 January 2021	+100	(1,136)	(2,076)
	-100	1,136	2,076
31 January 2020	+100	(2,410)	4,156
	-100	2,410	(4,156)
<b>Company</b>			
31 January 2021	+100	62	528
	-100	(62)	(528)
31 January 2020	+100	(972)	1,889
	-100	972	(1,889)

### 37 Financial Instruments (Cont'd.)

#### (c) Market risk (Cont'd.)

##### Price risk

The Group's investment in unit trusts is exposed to price risk as the investment is carried at fair value in the balance sheet, with fair value changes impacting income statement. To manage its price risk arising from the investment in unit trusts, the Group diversifies its portfolio in various financial institutions.

The table below summarises the impact of increases/decreases of the unit price on the Group's equity. The analysis is based on the assumption that the unit price had increased/decreased by 0.5% with all other variables held constant.

	Increase/ (decrease) in unit price	Effect on profit after tax RM'000	Effect on equity RM'000
<b>Group</b>			
31 January 2021	+0.5%	1,471	1,471
	-0.5%	(1,471)	(1,471)
31 January 2020	+0.5%	2,317	2,317
	-0.5%	(2,317)	(2,317)
<b>Company</b>			
31 January 2021	+0.5%	75	75
	-0.5%	(75)	(75)
31 January 2020	+0.5%	559	559
	-0.5%	(559)	(559)

## Notes to the Financial Statements

31 January 2021

### 37 Financial Instruments (Cont'd.)

#### (c) Market risk (Cont'd.)

##### Capital risk management

The Group and Company's objectives when managing capital are to safeguard the Group and Company's ability to continue as a going concern in order to provide returns to shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. No changes were made in the objectives, policies or processes during the financial year ended 31 January 2021.

The Group and Company will balance their overall capital structure through the payment of dividends, new share issues as well as the issue of new debt or the repayment of existing borrowings.

The capital structure of the Group and Company consists of borrowings, deposits, cash and bank balances and total equity, comprising issued share capital, reserves and non-controlling interests, as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Total borrowings	3,013,144	3,521,559	100,331	418,195
Less:				
Deposits, cash and bank balances	(264,932)	(338,095)	(99)	(6,143)
Investment in unit trusts	(841,853)	(647,167)	(36,040)	(111,826)
	1,906,359	2,536,297	64,192	300,226
Total equity	1,148,765	938,760	7,425,399	7,282,071
Total capital	3,055,124	3,475,057	7,489,591	7,582,297

The Group is required to maintain a total net debt to adjusted earnings before interest, taxation, depreciation and amortisation ("EBITDA"), as defined in the facilities agreement, not exceeding 4 times and adjusted EBITDA to net interest of not less than 2 times for the purpose of borrowing covenants. During the financial year, the Group has complied with these requirements.

#### (d) Fair values

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The Group and Company use a variety of methods and make assumptions that are based on market conditions existing at each balance sheet date. Estimated discounted cash flows are used to determine fair value for the financial instruments. The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates at the balance sheet date.

### 37 Financial Instruments (Cont'd.)

#### (d) Fair values (Cont'd.)

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1:	Quoted (unadjusted) prices in active markets for identical assets or liabilities.
Level 2:	Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly (ie. from prices) or indirectly (ie. derived from prices).
Level 3:	Techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

##### Assets/(Liabilities) measured at amortised cost:

The carrying amounts of financial assets and liabilities of the Group at the balance sheet date approximated their fair values except as set out below:

	Carrying amount RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000
<b>Group</b>				
<b>At 31 January 2021</b>				
Borrowings	(3,013,144)	-	(3,171,649)	-
<b>At 31 January 2020</b>				
Borrowings	(3,521,559)	-	(3,675,572)	-

The fair value of financial instruments categorised at Level 2 is determined based on a discounted cash flow analysis, using contractual cash flows and market interest rates.

##### Assets/(Liabilities) measured at fair value:

The Group and Company held the following financial instruments measured at fair value.

	Carrying amount RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000
<b>Group</b>				
<b>At 31 January 2021</b>				
Other investments:				
- Investment in unit trusts	841,853	841,853	-	-
- Preference shares in an unquoted company	10,657	-	-	10,657
Forward foreign currency exchange contracts				
- cash flow hedges	(48,873)	-	(48,873)	-
Interest rate swaps – cash flow hedges	(2,942)	-	(2,942)	-

## Notes to the Financial Statements

31 January 2021

### 37 Financial Instruments (Cont'd.)

#### (d) Fair values (Cont'd.)

Assets/(Liabilities) measured at fair value (Cont'd.):

	Carrying amount RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000
<b>Group (Cont'd.)</b>				
<b>At 31 January 2021 (Cont'd.)</b>				
Cross-currency interest rate swaps – cash flow hedges	23,611	-	23,611	-
Foreign currency options – cash flow hedges	2,763	-	2,763	-
<b>At 31 January 2020</b>				
Other investments:				
- Investment in unit trusts	647,167	647,167	-	-
- Preference shares in an unquoted company	10,657	-	-	10,657
Forward foreign currency exchange contracts – cash flow hedges	(11,741)	-	(11,741)	-
Interest rate swaps – cash flow hedges	(2,327)	-	(2,327)	-
Cross-currency interest rate swaps – cash flow hedges	79,340	-	79,340	-
Foreign currency options – cash flow hedges	8,438	-	8,438	-
<b>Company</b>				
<b>At 31 January 2021</b>				
Other investments:				
- Investment in unit trusts	36,040	36,040	-	-
Cross-currency interest rate swap – cash flow hedges	24,853	-	24,853	-
<b>At 31 January 2020</b>				
Other investments:				
- Investment in unit trusts	111,826	111,826	-	-
Cross-currency interest rate swap – cash flow hedges	79,340	-	79,340	-

The fair value of derivative financial instruments in Level 2 is determined using valuation techniques.

### 37 Financial Instruments (Cont'd.)

#### (d) Fair values (Cont'd.)

Assets/(Liabilities) measured at fair value (Cont'd.):

These valuation techniques maximise the use of observable market data where it is available, and rely as little as possible on entity-specific estimates. The forward foreign currency exchange contracts and foreign currency options are valued using forward exchange rate at the balance sheet date, with the resulting value discounted back to present value.

The fair values of CCIRS and IRS are calculated using observable market interest rates and yield curves with estimated future cash flows being discounted to present value.

The fair value of preference shares in an unquoted company in Level 3 is determined by reference to recent sales price of a comparable transaction with a third party.

During the financial year ended 31 January 2021, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements.

#### (e) Financial Instruments by Category

	Group RM'000	Company RM'000
<b>31 January 2021</b>		
<u>Financial assets at FVTPL</u>		
<b>Financial assets as per balance sheets</b>		
Other investments	841,853	36,040
<u>Financial assets at FVOCI</u>		
<b>Financial assets as per balance sheets</b>		
Other investments	10,657	-
<u>Financial assets at amortised cost</u>		
<b>Financial assets as per balance sheets</b>		
Deposits, cash and bank balances	264,932	99
Receivables excluding downpayment, prepayments and contract cost assets	381,977	77
Amounts due from related parties	3,639	75
Amounts due from subsidiaries	-	256,632
Advances to subsidiaries	-	6,583
	650,548	263,466

## Notes to the Financial Statements

31 January 2021

### 37 Financial Instruments (Cont'd.)

#### (e) Financial Instruments by Category (Cont'd.)

	Group RM'000	Company RM'000
<u>31 January 2021 (Cont'd.)</u>		
<u>Derivatives used for hedging</u>		
<b>Financial assets as per balance sheets</b>		
Derivative financial instruments	28,190	24,853
<b>Financial liabilities as per balance sheets</b>		
Derivative financial instruments	53,631	-
<u>Financial liabilities at amortised cost</u>		
<b>Financial liabilities as per balance sheets</b>		
Payables, exclude statutory liabilities	776,486	4,236
Other financial liabilities	371,819	-
Amounts due to related parties	49,122	132
Amounts due to subsidiaries	-	3,832
Borrowings	3,013,144	100,331
	4,210,571	108,531
<u>31 January 2020</u>		
<u>Financial assets at FVTPL</u>		
<b>Financial assets as per balance sheets</b>		
Other investments	647,167	111,826
<u>Financial assets at FVOCI</u>		
<b>Financial assets as per balance sheets</b>		
Other investments	10,657	-
<u>Financial assets at amortised cost</u>		
<b>Financial assets as per balance sheets</b>		
Deposits, cash and bank balances	338,095	6,143
Receivables excluding downpayment, prepayments and contract cost assets	480,218	909
Amounts due from related parties	4,891	68
Amounts due from subsidiaries	-	282,877
Advances to subsidiaries	-	17,542
	823,204	307,539

### 37 Financial Instruments (Cont'd.)

#### (e) Financial Instruments by Category (Cont'd.)

	Group RM'000	Company RM'000
<u>31 January 2020 (Cont'd.)</u>		
<u>Derivatives used for hedging</u>		
<b>Financial assets as per balance sheets</b>		
Derivative financial instruments	91,966	79,340
<b>Financial liabilities as per balance sheets</b>		
Derivative financial instruments	18,256	-
<u>Financial liabilities at amortised cost</u>		
<b>Financial liabilities as per balance sheets</b>		
Payables, exclude statutory liabilities	727,002	2,644
Other financial liabilities	568,246	-
Amounts due to related parties	47,899	134
Amounts due to subsidiaries	-	5,232
Borrowings	3,521,559	418,195
	4,864,706	426,205

### 38 Significant Events During the Financial Year

The significant events during the financial year are disclosed in Note 27.

### 39 Indemnity, Guarantees, Contingent Assets and Material Litigation

#### (a) Indemnity and guarantees

Details of the indemnity and guarantees of the Group as at end of financial year, for which no provision has been made in the financial statements are as set out below:

	Group	
	2021 RM'000	2020 RM'000
Indemnity given to financial institutions in respect of bank guarantees issued – unsecured		
- Programme rights vendors <sup>1</sup>	26,855	27,144
- Others <sup>2</sup>	3,424	3,067
Other indemnities:		
- Parental guarantee to programme rights vendor <sup>1</sup>	711,128	718,774
	741,407	748,985

## Notes to the Financial Statements

31 January 2021

### 39 Indemnity, Guarantees, Contingent Assets and Material Litigation (Cont'd.)

#### (a) Indemnity and guarantees (Cont'd.)

Details of the indemnity and guarantees of the Group as at end of financial year, for which no provision has been made in the financial statements are as set out below (Cont'd.):

##### Note:

- <sup>1</sup> Included as part of the programming commitments for programme rights as set out in Note 35(b).  
<sup>2</sup> Consists of bank guarantees issued mainly to Royal Malaysian Customs, utility companies and other statutory bodies.

#### (b) Contingent assets

There were no significant contingent assets as at 31 January 2021 and 31 January 2020.

#### (c) Save as disclosed below, neither the Company nor its subsidiary companies has been or is involved in any material litigation, claims or arbitration either as plaintiff or defendant.

- (i) On 14 November 2012, MEASAT Broadcast Network Systems Sdn Bhd ("MBNS") received a letter from the Indonesian Embassy in Kuala Lumpur enclosing a purported court summons with respect to a claim made by PT Direct Vision ("PT DV") in the South Jakarta District Court ("SJDC") against Astro All Asia Networks Limited ("AAAN") and others as defendants ("Case 533"). MBNS is named as Defendant II. The claim brought by PT DV is allegedly for an unlawful act or tort. The letter states that the Defendants (as defined below) are summoned to attend before the SJDC on 10 January 2013.

The hearing on 10 January 2013 was adjourned to 10 April 2013 to allow for various legal formalities to be dealt with. On 10 April 2013, the court being satisfied that all Defendants were properly summoned adjourned the matter for a further week to 17 April 2013 for parties to go through the mandated mediation process. On 24 April 2013, MBNS was officially served with the statement of claim and the mediation process was said to have formally commenced.

The suit is brought by PT DV for damages for an unlawful act (i.e. a tort) alleged to have been committed by AAAN, Astro Overseas Limited ("AOL"), All Asia Multimedia Networks FZ LLC ("AAMN"), certain individuals as well as MBNS (collectively, "Defendants"), arising from a dispute that arose in 2008 over a proposed DTH pay-TV business in Indonesia ("Proposed Indonesian Joint Venture"). PT DV claims on a joint and several basis from MBNS and the other Defendants for, amongst others, immaterial loss of USD20 billion and interest. For clarity, following a group restructuring, MBNS became part of the AMH Group of Companies whereas AAAN, AOL and AAMN are not part of the AMH Group of Companies.

### 39 Indemnity, Guarantees, Contingent Assets and Material Litigation (Cont'd.)

#### (c) Save as disclosed below, neither the Company nor its subsidiary companies has been or is involved in any material litigation, claims or arbitration either as plaintiff or defendant (Cont'd.).

- (i) (Cont'd.)

MBNS is of the opinion, following counsels' advice, that PT DV's claim against MBNS is not supported with valid grounds and the quantum of damages sought is unjustifiable. The Company wishes to further clarify that PT DV's claim is in relation to and stems from the dispute in relation to the Proposed Indonesian Joint Venture which had been the subject of arbitration proceedings under the auspices of the Singapore International Arbitration Centre ("SIAC"). The dispute was heard before the Arbitration Tribunal and was concluded by the arbitration awards made by the Arbitration Tribunal in favour of the Astro entities in 2009 and 2010.

On the advice of counsels, MBNS along with other defendants had filed an application challenging the jurisdiction of the SJDC to hear the case.

The challenge was made on the legal basis that the subject matter of this civil suit must be determined by way of arbitration under the SIAC rules as prescribed under the conditional Subscription and Shareholders Agreement ("SSA"). This had already been heard and determined by way of the SIAC arbitration and awards made in favour of the Astro entities on this very issue.

SJDC has on 28 August 2013 rejected MBNS' challenge and decided that it has jurisdiction over the dispute.

MBNS had filed an appeal against the SJDC's decision on 9 September 2013.

On 5 June 2014, the SJDC dismissed the claim filed by PT DV.

After an examination of the evidence presented to the court, the SJDC ruled that the claim originated from the SSA which contained an arbitration clause for dispute resolution. The SJDC ruled that the arbitration clause in the SSA was binding and applicable and thus the case must be determined by way of arbitration under the auspices of the SIAC. Based on the laws of Indonesia, the SJDC determined that it did not have the jurisdiction to hear the case and accordingly dismissed the claim.

PT DV subsequently appealed to the Jakarta High Court ("JHC") on the decision of the SJDC. On 5 August 2016, the JHC upheld the decision of the SJDC in MBNS' favour. On 28 February 2018, PT DV appealed to the Supreme Court against the JHC's decision. On 3 June 2020, based on the information made available on the Supreme Court website, the Supreme Court has dismissed the claim filed by PT DV. MBNS is awaiting official notification on the Supreme Court decision.



## Notes to the Financial Statements

31 January 2021

### 40 Segment Information (Cont'd.)

	Television <sup>(3)</sup> RM'000	Radio <sup>(3)</sup> RM'000	Home- shopping RM'000	Others RM'000	Corporate function RM'000	Elimination RM'000	Total RM'000
<b>At 31 January 2021 (Based on segment classification prior to 1 February 2020)</b>							
<b>Revenue</b>							
Total revenue	3,815,431	164,590	461,340	3,351	66,424	-	4,511,136
Inter-segment revenue <sup>(1)</sup>	(77,392)	(4,189)	(130)	(3,351)	(66,406)	-	(151,468)
External revenue	3,738,039	160,401	461,210	-	18	-	4,359,668
<b>Results</b>							
Interest income	12,856	3,313	929	98	6,547	1,797	25,540
Interest expense	(195,029)	(994)	(382)	(337)	(7,208)	(1,796)	(205,746)
Depreciation and amortisation	(917,966)	(9,915)	(5,267)	(358)	(1,038)	37,600	(896,944)
Share of results of associates/ joint ventures	(125)	-	-	-	-	-	(125)
Segment profit/(loss) – Profit/(loss) before tax	631,161	48,370	16,628	(5,732)	(12,126)	14,542	692,843
<b>Assets/Liabilities</b>							
Investment in associates/ joint ventures	2,089	-	-	-	-	-	2,089
Additions to non-current assets <sup>(2)</sup>	499,544	5,165	4,519	-	611	-	509,839
Segment assets	4,828,395	1,141,154	68,705	60,932	135,448	(583,952)	5,650,682
Unallocated assets							134,540
Total assets							5,785,222
Segment liabilities	4,689,314	145,394	102,779	12,713	139,159	(566,571)	4,522,788
Unallocated liabilities							113,669
Total liabilities							4,636,457

### 40 Segment Information (Cont'd.)

	Television <sup>(3)</sup> RM'000	Radio <sup>(3)</sup> RM'000	Home- shopping RM'000	Others RM'000	Corporate function RM'000	Elimination RM'000	Total RM'000
<b>At 31 January 2020</b>							
<b>Revenue</b>							
Total revenue	4,325,790	277,699	368,016	4,957	73,062	-	5,049,524
Inter-segment revenue <sup>(1)</sup>	(55,339)	(3,905)	(505)	(4,910)	(73,062)	-	(137,721)
External revenue	4,270,451	273,794	367,511	47	-	-	4,911,803
<b>Results</b>							
Interest income	29,358	4,691	910	135	10,056	(15,745)	29,405
Interest expense	(227,241)	(864)	(544)	(331)	(19,549)	15,767	(232,762)
Depreciation and amortisation	(1,045,888)	(8,435)	(5,256)	(707)	(2,068)	44,468	(1,017,886)
Share of results of associates/ joint ventures	87	-	-	-	-	-	87
Segment profit/(loss) – Profit/(loss) before tax	744,289	153,151	(15,827)	(1,580)	(27,179)	9,826	862,680
<b>Assets/Liabilities</b>							
Investment in associates/ joint ventures	2,214	-	-	-	-	-	2,214
Additions to non-current assets <sup>(2)</sup>	660,452	3,961	3,532	-	525	-	668,470
Segment assets	5,191,121	1,200,172	41,431	62,430	278,348	(703,773)	6,069,729
Unallocated assets							128,689
Total assets							6,198,418
Segment liabilities	4,982,243	185,045	99,279	13,373	457,240	(599,922)	5,137,258
Unallocated liabilities							122,400
Total liabilities							5,259,658

Note:

<sup>(1)</sup> Inter-segment revenues are eliminated on consolidation.

<sup>(2)</sup> Additions to non-current assets consist of additions to property, plant and equipment and intangible assets (including acquisition of subsidiaries).

<sup>(3)</sup> Media sales business is presented in Television segment.

## Notes to the Financial Statements

31 January 2021

### 41 Significant Post Balance Sheet Events

On 17 February 2021, Astro Entertainment Sdn Bhd ("AESB"), a wholly-owned subsidiary of the Company, cancelled 17,000,000 ordinary shares in the share capital of AESB issued to the Company pursuant to a special resolution for the reduction of share capital and the repayment of capital amounting to RM17,000,000 was made in cash to the Company on 7 April 2021.

### 42 Approval of Financial Statements

The financial statements have been approved for issue in accordance with a resolution of the Board of Directors on 15 April 2021.

## Analysis of Shareholdings

as at 26 April 2021

### Share Capital

Total number of issued shares : 5,214,506,700 ordinary shares  
Voting rights : One vote per ordinary share

### Analysis by Size of Shareholdings

(Based on the Record of Depositors of the Company)

Size of Shareholdings	No. of shareholders	% of shareholders	No. of shares	% of issued shares
1 to 99	718	3.62	6,703	0.00
100 to 1,000	4,389	22.14	3,007,269	0.06
1,001 to 10,000	10,699	53.97	47,227,001	0.91
10,00 to 100,000	3,266	16.48	105,358,759	2.02
100,001 to 260,725,334*	748	3.77	2,289,314,574	43.90
260,725,335 and above**	4	0.02	2,769,592,394	53.11
<b>TOTAL</b>	<b>19,824</b>	<b>100.00</b>	<b>5,214,506,700</b>	<b>100.00</b>

Notes:

\* less than 5% of the issued shares

\*\* 5% and above of the issued shares

### Analysis of Equity Structure

(Based on the Record of Depositors of the Company)

Category of Shareholders	No. of shareholders	% of shareholders	No. of shares	% of issued shares
Individuals	16,318	82.30	233,862,025	4.48
Banks/Finance Companies	17	0.09	411,147,100	7.88
Investment Trusts/Foundations/Charities	1	0.01	3,000	0.00
Other Types of Companies	149	0.75	3,594,190,671	68.93
Government Agencies/Institutions	3	0.02	1,330,000	0.03
Nominees	3,336	16.83	973,973,904	18.68
<b>TOTAL</b>	<b>19,824</b>	<b>100.00</b>	<b>5,214,506,700</b>	<b>100.00</b>



## Analysis of Shareholdings

as at 26 April 2021

### LIST OF 30 LARGEST SHAREHOLDERS

(Based on the Record of Depositors of the Company)

No.	Name	No. of shares held	% of issued shares
1.	All Asia Media Equities Ltd	1,013,297,290	19.43
2.	Pantai Cahaya Bulan Ventures Sdn Bhd	973,445,797	18.67
3.	East Asia Broadcast Network Systems N.V.	421,939,707	8.09
4.	Citigroup Nominees (Tempatan) Sdn Bhd - Employees Provident Fund Board	360,909,600	6.92
5.	Usaha Tegas Entertainment Systems Sdn Bhd	235,778,182	4.52
6.	Amanahraya Trustees Berhad - Amanah Saham Bumiputera	197,844,900	3.79
7.	Pacific Broadcast Systems N.V.	140,646,620	2.70
8.	Berkat Nusantara Sdn Bhd	140,646,568	2.70
9.	Home View Limited N.V.	140,646,568	2.70
10.	Nusantara Cempaka Sdn Bhd	140,646,568	2.70
11.	Nusantara Delima Sdn Bhd	140,646,568	2.70
12.	Southpac Investments Limited N.V.	140,646,568	2.70
13.	Amanahraya Trustees Berhad - Amanah Saham Malaysia	71,082,400	1.36
14.	CGS-CIMB Nominees (Tempatan) Sdn Bhd - Exempt An for CGS-CIMB Securities Sdn Bhd (SBL-KNB)	52,145,065	1.00
15.	Citigroup Nominees (Tempatan) Sdn Bhd - Pantai Cahaya Bulan Ventures Sdn Bhd	52,145,065	1.00
16.	Amanahraya Trustees Berhad - Amanah Saham Malaysia 2 - Wawasan	44,203,900	0.85
17.	Kumpulan Wang Persaraan (Diperbadankan)	43,529,100	0.83
18.	Citigroup Nominees (Tempatan) Sdn Bhd - Employees Provident Fund Board (Affin-Hwg)	42,149,000	0.81
19.	Cimsec Nominees (Tempatan) Sdn Bhd - CIMB for Koo Kow Kiang @ Ko Keck Ting (PB)	27,375,000	0.52
20.	Amanahraya Trustees Berhad - Amanah Saham Bumiputera 2	23,205,500	0.45
21.	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Emerging Markets Stock	21,222,673	0.41
22.	Mujur Sanjung Sdn Bhd	20,931,848	0.40
23.	HSBC Nominees (Asing) Sdn Bhd - JPMCB NA for Vanguard Total International Stock Index Fund	16,987,164	0.33
24.	RHB Nominees (Tempatan) Sdn Bhd - OSK Capital Sdn Bhd for Yayasan Islam Terengganu	16,130,000	0.31
25.	Mujur Nusantara Sdn Bhd	16,073,887	0.31
26.	HSBC Nominees (Tempatan) Sdn Bhd - HSBC (M) Trustee Bhd for Allianz Life Insurance Malaysia Berhad (Mef)	15,050,000	0.29
27.	Sanjung Nusantara Sdn Bhd	14,734,417	0.28
28.	Cimsec Nominees (Tempatan) Sdn Bhd - CIMB for Tiara Gateway Sdn Bhd (PB)	14,638,800	0.28
29.	HSBC Nominees (Tempatan) Sdn Bhd - HSBC (M) Trustee Bhd for Allianz Life Insurance Malaysia Berhad (P)	13,859,000	0.27
30.	Ujud Cergas Sdn Bhd	13,394,899	0.26
	<b>TOTAL</b>	<b>4,565,952,654</b>	<b>87.58</b>

### SUBSTANTIAL SHAREHOLDERS

(Based on the Register of Substantial Shareholders of the Company)

Name	Notes	Direct		Indirect	
		No. of shares held	% of issued shares	No. of shares held	% of issued shares
Pantai Cahaya Bulan Ventures Sdn Bhd ("PCBV")		1,077,735,927	20.67	-	-
Khazanah Nasional Berhad ("Khazanah")	(1)	-	-	1,077,735,927	20.67
All Asia Media Equities Ltd ("AAME")		1,013,297,290	19.43	-	-
Usaha Tegas Entertainment Systems Sdn Bhd ("UTES")	(2)	235,778,182	4.52	1,013,297,290	19.43
Usaha Tegas Sdn Bhd ("UTSB")	(3)	-	-	1,249,075,472	23.95
Pacific States Investment Limited ("PSIL")	(4)	-	-	1,249,075,472	23.95
Excorp Holdings N.V. ("Excorp")	(5)	-	-	1,249,075,472	23.95
PanOcean Management Limited ("PanOcean")	(5)	-	-	1,249,075,472	23.95
East Asia Broadcast Network Systems N.V. ("EABNS")		421,939,707	8.09	-	-
East Asia Broadcast Systems Holdings N.V. ("EABSH")	(6)	-	-	421,939,707	8.09
Tucson N.V. ("Tucson")	(7)	-	-	421,939,707	8.09
Ananda Krishnan Tatparanandam ("TAK")	(8)	-	-	2,152,868,226	41.29
Harapan Terus Sdn Bhd ("HTSB")	(9)	-	-	462,124,447	8.86
Dato' Haji Badri Bin Haji Masri	(10)	-	-	462,124,447	8.86
Tun Haji Mohammed Hanif Bin Omar	(10)	-	-	462,124,447	8.86
Mohamad Shahrin Bin Merican	(10)	200,000	0.00*	462,124,447	8.86
Employees Provident Fund Board	(11)	413,314,900	7.93	-	-

\* negligible

Notes:

<sup>(1)</sup> Khazanah is deemed to have an interest in the AMH Shares by virtue of PCBV being a wholly-owned subsidiary of Khazanah.

<sup>(2)</sup> UTES is deemed to have an interest in all of the AMH Shares in which AAME has an interest, by virtue of UTES holding 100% equity interest in AAME. In addition to the deemed interest held via AAME in AMH, UTES holds directly 235,778,182 AMH Shares representing 4.52% equity interest in AMH.

<sup>(3)</sup> UTSB is deemed to have an interest in the AMH Shares by virtue of UTSB holding 100% equity interest in UTES. Please refer to Note (2) above for UTES' direct and deemed interests in the AMH Shares.

<sup>(4)</sup> PSIL is deemed to have an interest in the AMH Shares by virtue of PSIL holding 99.999% equity interest in UTSB. Please refer to Note (3) above for UTSB's deemed interest in the AMH Shares.

<sup>(5)</sup> PanOcean holds 100% equity interest in Excorp which in turn holds 100% equity interest in PSIL. Please refer to Note (4) above for PSIL's deemed interest in the AMH Shares. PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of TAK and foundations including those for charitable purposes. Although PanOcean is deemed to have an interest in the AMH Shares, it does not have any economic or beneficial interest in such AMH Shares, as such interest is held subject to the terms of such discretionary trust.

<sup>(6)</sup> EABSH is deemed to have an interest in the AMH Shares by virtue of its direct equity in EABNS.

<sup>(7)</sup> Tucson is deemed to have an interest in the AMH Shares by virtue of its interest in EABSH. Please refer to Note (6) above for EABSH's deemed interest in the AMH Shares.

<sup>(8)</sup> TAK is deemed to have an interest in the AMH Shares by virtue of the following:

<sup>(i)</sup> PanOcean's deemed interest of 1,249,075,472 AMH Shares representing 23.95% equity interest in AMH are held directly by UTES and AAME.

Although TAK is deemed to have an interest in the AMH Shares, he does not have any economic or beneficial interest in such AMH Shares, as such interest is held subject to the terms of a discretionary trust referred to in Note (5) above; and

## Analysis of Shareholdings

as at 26 April 2021

- <sup>(6)</sup> the interests of East Asia Broadcast Network Systems N.V. ("EABNS"), Pacific Broadcast Systems N.V. ("PBS"), Home View Limited N.V. ("HVL"), Southpac Investments Limited N.V. ("SIL"), Ujud Cergas Sdn Bhd ("UCSB"), Metro Ujud Sdn Bhd ("MUSB"), Mujur Sanjung Sdn Bhd ("MSSB"), Prisma Gergasi Sdn Bhd ("PGSB") and Ujud Murni Sdn Bhd ("UMSB") which collectively hold directly 903,792,754 AMH Shares representing 17.33% equity interest in AMH. TAK is deemed to have an interest in the 903,792,754 AMH Shares collectively held by EABNS, PBS, HVL, SIL, UCSB, MUSB, MSSB, PGSB and UMSB by virtue of him holding 100% equity interest in their respective ultimate holding companies viz. Tucson, Orient Systems Limited N.V., Home View Holdings N.V., Southpac Holdings N.V., All Asia Radio Broadcast N.V., Global Radio Systems N.V., Maestra International Broadcast N.V., Maestra Global Radio N.V. and Global Broadcast Systems N.V.
- <sup>(9)</sup> HTSB is deemed to have an interest in all of the AMH Shares arising through its wholly-owned subsidiaries, namely, Berkat Nusantara Sdn Bhd, Nusantara Cempaka Sdn Bhd, Nusantara Delima Sdn Bhd, Mujur Nusantara Sdn Bhd, Gerak Nusantara Sdn Bhd and Sanjung Nusantara Sdn Bhd. (collectively, "HTSB Subsidiaries").
- The HTSB Subsidiaries hold such AMH Shares under discretionary trusts for Bumiputera objects. As such, HTSB does not have any economic interest in such AMH Shares as such interest is held subject to the terms of such discretionary trusts.
- <sup>(10)</sup> His deemed interest in the AMH Shares arises by virtue of his 25% direct equity interest in HTSB. However, he does not have any economic interest in such AMH Shares as such interest is held subject to the terms of the discretionary trusts referred to in Note (9) above.
- <sup>(11)</sup> Held through nominee companies managed by portfolio managers.

### DIRECTORS' INTERESTS IN SHARES

(Based on the Register of Directors' Shareholdings of the Company)

The interests of the Directors in the shares of the Company are as follows:

Name	No. of shares held		% of issued shares	
	Direct	Indirect	Direct	Indirect
Tun Dato' Seri Zaki bin Tun Azmi	1,050,000	-	0.02	-
Datuk Yvonne Chia	400,000	-	0.01	-
Renzo Christopher Viegas	400,000	-	0.01	-
Lim Ghee Keong	1,000,000	-	0.02	-
Simon Cathcart	-	-	-	-
Tunku Alizakri bin Raja Muhammad Alias	5,000	-	0.00*	-
Mazita binti Mokty	-	-	-	-
Kenneth Shen	-	-	-	-
Nurhisham bin Hussein (alternate Director to Tunku Alizakri bin Raja Muhammad Alias)	-	-	-	-

\* negligible

### GCEO'S INTEREST IN SHARES

The interest of the GCEO in the shares of the Company is as follows:

Name	No. of shares held		% of issued shares	
	Direct	Indirect	Direct	Indirect
Henry Tan Poh Hock <sup>(1)</sup>	1,863,500	-	0.04	-

Note

- <sup>(1)</sup> He also has an interest over 6,764,300 unissued ordinary shares in the Company pursuant to a Performance Share Award under the Astro Malaysia Holdings Berhad Long Term Incentive Plan. Please refer to the additional disclosures for share incentive scheme on pages 296 to 297 of this IAR2021.

## List of Properties Held

No	Land Title/Location	Description of Property	Approximate Age of building	Tenure/ Date of Acquisition	Remaining Lease Period (Expiry of Lease)	Current Use	Land Area (square metre)	Built-up Area (square metre)	NBV as at 31 January 2021 RM'000
1.	HSD 34194 (previously held under HSD 7038), PT 12002, Mukim Dengkil, District of Sepang, State of Selangor	Land and building	6 years	Freehold 31 March 2004	Not applicable	Television, data media centre and office	18,267	8,105	59,981
2.	Unit Nos. 165-1-1, 165-1-2, 165-1-3 and 165-2-1, Wisma Mutiara (Block B) No. 165, Jalan Sungai Besi, 57100 Kuala Lumpur	Shops/Office lots	20 years	Freehold 31 March 2005	Not applicable	Vacant	Not applicable	753.8	833
3.	HSD 116030 PT 13820 (formerly identified as Lot Nos. 11301, 17778, 5800 and part of Lots 7966, 8093 and 14985) in Mukim of Petaling, District of Kuala Lumpur, State of Wilayah Persekutuan	Land and buildings	24 years	Sublease land and building 60 years (with optional extension of 39 years) 1 September 1996	35 years (31 August 2056)	Television, radio and data media centre and office	128,100	39,622	118,266
4.	GRN 50043 Lot 54268 (previously held under HSD 80870, PT 4043 and HSD 80871, PT 4044 respectively), Mukim and District of Kuala Lumpur, State of Wilayah Persekutuan	Vacant land	Not applicable	Sublease (with optional extension of 30 years) 1 April 1997	6 years (31 March 2027)	Vacant	412,780	Not applicable	-

## Disclosure of Recurrent Related Party Transactions

At the Seventh and Eighth Annual General Meeting (“AGM”) of the Company held on 27 June 2019 and 29 July 2020 respectively, the Company obtained its shareholders’ mandate to allow the Group to enter into recurrent related party transactions of a revenue or trading nature (“RRPTs”) (“Shareholders’ Mandate”). The mandate that was obtained at the Seventh AGM and Eighth AGM is hereinafter referred to as the 2019 Mandate and 2020 Mandate, respectively.

In compliance with Paragraph 10.09(2)(b) and Paragraph 3.1.5 of Practice Note 12 of the Main Market Listing Requirements of Bursa Securities, the details of RRPTs conducted during the financial year ended 31 January 2021 pursuant to Shareholders’ Mandate where the aggregate value of such RRPTs are equal to or have exceeded RM1.0 million or 1% of the relevant percentage ratio for such transactions, whichever is the higher, are as follows:

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2019 Mandate	2020 Mandate	Aggregate value of transactions during the financial year ended 31 January 2021 (RM'000)	Interested Related Party	
				Actual value incurred from 1 February 2020 up to 28 July 2020 (RM'000)	Actual value incurred from 29 July 2020 up to 31 January 2021 (RM'000)		Name	Nature and extent of interest
<b>(A) UTSB Group</b>								
1.	AMH and/or its subsidiaries	UTSBM and/or its affiliates	Provision of consultancy and support services to AMH and/or its subsidiaries	7,756	8,231	15,987	Major Shareholders UTSB, PSIL, Excorp, PanOcean and TAK  Directors LGK and MM	Refer to Note 1
2.	AMH and/or its subsidiaries	Tanjong plc and/or its subsidiaries	Usage of resource centres and data centre at Menara Maxis as part of AMH Group's business continuity plans	109	109	218	Major Shareholders UTSB, PSIL, Excorp, PanOcean and TAK  Directors LGK and MM	Refer to Note 1
3.	Astro Radio and/or its affiliates	TGV and/or its affiliates	Sale of airtime, sponsorship and online web branding by Astro Radio and/or its affiliates	16	-	16	Major Shareholders UTSB, PSIL, Excorp, PanOcean and TAK  Directors LGK and MM	Refer to Note 1
4.	MBNS and/or its affiliates	TGVP and/or its affiliates	Provision of rights and licence for films and content to MBNS and/or its affiliates	36	-	36	Major Shareholders UTSB, PSIL, Excorp, PanOcean and TAK  Directors LGK and MM	Refer to Note 1

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2019 Mandate	2020 Mandate	Aggregate value of transactions during the financial year ended 31 January 2021 (RM'000)	Interested Related Party	
				Actual value incurred from 1 February 2020 up to 28 July 2020 (RM'000)	Actual value incurred from 29 July 2020 up to 31 January 2021 (RM'000)		Name	Nature and extent of interest
5.	Astro Shaw and/or its affiliates	TGV and/or its affiliates	Distribution, development, production, commissioning, licensing and/or marketing of films and/or content rights to/by Astro Shaw and/or its affiliates	11	-	11	Major Shareholders UTSB, PSIL, Excorp, PanOcean and TAK  Directors LGK and MM	Refer to Note 1
6.	Astro Shaw and/or its affiliates	TGV and/or its affiliates	Share of ticket collections proceeds from movies screened at TGV cinemas and any costs relating thereto	79	-	79	Major Shareholders UTSB, PSIL, Excorp, PanOcean and TAK  Directors LGK and MM	Refer to Note 1
<b>Aggregate Value of Transactions with UTSB Group</b>				<b>8,007</b>	<b>8,340</b>	<b>16,347</b>		
<b>(B) Maxis Group</b>								
7.	MBNS and/or its affiliates	Maxis Broadband and/or its affiliates	Provision of managed communications services to MBNS and/or its affiliates	3,560	4,613	8,173	Major Shareholders UTSB, PSIL, Excorp, PanOcean and TAK  Director LGK	Refer to Note 2
8.	Astro Radio and/or its affiliates	Maxis Broadband and/or its affiliates	Sale of airtime, sponsorship and online web branding by Astro Radio and/or its affiliates	4,533	10,210	14,743	Major Shareholders UTSB, PSIL, Excorp, PanOcean and TAK  Director LGK	Refer to Note 2
9.	MBNS and/or its affiliates	Maxis Broadband and/or its affiliates	Collaboration in respect of IPTV, content, broadband, voice and ancillary services	17,395	36,605	54,000	Major Shareholders UTSB, PSIL, Excorp, PanOcean and TAK  Director LGK	Refer to Note 2

## Disclosure of Recurrent Related Party Transactions

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2019 Mandate	2020 Mandate	Aggregate value of transactions during the financial year ended 31 January 2021 (RM'000)	Interested Related Party		
				Actual value incurred from 1 February 2020 up to 28 July 2020 (RM'000)	Actual value incurred from 29 July 2020 up to 31 January 2021 (RM'000)		Name	Nature and extent of interest	
10.	AMH and/or its subsidiaries	Maxis and/or its affiliates	Provision of short code rental, Short Messaging Services (SMS), Multimedia Messaging Services (MMS), Wireless Application Protocol (WAP) service revenue share	76	60	136	<u>Major Shareholders</u> UTSB, PSIL, Excorp, PanOcean and TAK	Refer to Note 2	
							<u>Director</u> LGK		
11.	Astro Radio and/or its affiliates	Maxis Broadband and/or its affiliates	Provision of leased line services to Astro Radio and/or its affiliates	138	138	276	<u>Major Shareholders</u> UTSB, PSIL, Excorp, PanOcean and TAK	Refer to Note 2	
							<u>Director</u> LGK		
12.	Astro Digital 5 and/or its affiliates	Maxis Broadband and/or its affiliates	Provision of resource augmentation for software development and ancillary services to Astro Digital 5 and/or its affiliates	*NA	280	280	<u>Major Shareholders</u> UTSB, PSIL, Excorp, PanOcean and TAK	Refer to Note 2	
							<u>Director</u> LGK		
<b>Aggregate Value of Transactions with Maxis Group</b>				<b>25,702</b>	<b>51,906</b>	<b>77,608</b>			
<b>(C) MGB Group</b>									
13.	MBNS and/or its affiliates	MSS and/or its affiliates	Provision of broadcast, transponder capacity, uplink services and ancillary services to MBNS and/or its affiliates	1,272	1,179	2,451	<u>Major Shareholder</u> TAK	Refer to Note 3	
							<u>Directors</u> LGK, SC and MM		
14.	Astro Productions and/or its affiliates	MSS and/or its affiliates	Provision of office/storage/land space by Astro Productions and/or its affiliates payable on a monthly basis	116	116	232	<u>Major Shareholder</u> TAK	Refer to Note 3	
							<u>Directors</u> LGK, SC and MM		
<b>Aggregate Value of Transactions with MGB Group</b>				<b>1,388</b>	<b>1,295</b>	<b>2,683</b>			

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2019 Mandate	2020 Mandate	Aggregate value of transactions during the financial year ended 31 January 2021 (RM'000)	Interested Related Party		
				Actual value incurred from 1 February 2020 up to 28 July 2020 (RM'000)	Actual value incurred from 29 July 2020 up to 31 January 2021 (RM'000)		Name	Nature and extent of interest	
<b>(D) AHSB Group</b>									
15.	MBNS and/or its affiliates	CTE and/or its affiliates	Provision of exclusive rights for carriage of Kix HD and Celestial (SD and HD) channels to MBNS and/or its affiliates	10,034	9,443	19,477	<u>Major Shareholders</u> PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK	Refer to Note 4	
							<u>Directors</u> LGK, MM, KS and NRK		
16.	Astro Shaw and/or its affiliates	CMCL and/or its affiliates	Provision of rights and licence for films by Astro Shaw and/or its affiliates	196	-	196	<u>Major Shareholders</u> PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK	Refer to Note 4	
							<u>Directors</u> LGK, MM, KS and NRK		
17.	MBNS and/or its affiliates	FetchTV and/or its affiliates	Distribution, licensing and/or provision of channel and content rights by MBNS and/or its affiliates	68	67	135	<u>Major Shareholders</u> PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK	Refer to Note 4	
							<u>Directors</u> LGK, SC, MM, KS, NRK and HT		
<b>Aggregate Value of Transactions with AHSB Group</b>				<b>10,298</b>	<b>9,510</b>	<b>19,808</b>			
<b>(E) Sun TV Group</b>									
18.	AMH and/or its subsidiaries	Sun TV and/or its affiliates	Distribution, licensing and provision of channel and content rights by/to AMH and/or its subsidiaries	16,395	12,148	28,543	<u>Major Shareholders</u> PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK	Refer to Note 5	
							<u>Directors</u> LGK, MM, KS and NRK		
<b>Aggregate Value of Transactions with Sun TV Group</b>				<b>16,395</b>	<b>12,148</b>	<b>28,543</b>			

\*NA Transactions approved under 2020 Mandate only.

## Disclosure of Recurrent Related Party Transactions

### NOTES (as at 26 April 2021):

#### 1. UTSB Group

MBNS, Astro Shaw and Astro Radio are wholly-owned subsidiaries of AMH.

UTSBM is a wholly-owned subsidiary of UTSB while Tanjong plc, TGV and TGVP are wholly-owned subsidiaries of Tanjong Capital Sdn Bhd (“TCSB”). UTSBM, Tanjong plc, TGV and TGVP are Persons Connected with UTSB, PSIL, Excorp, PanOcean and TAK.

Each of UTSB, PSIL, Excorp and PanOcean is a Major Shareholder, with a deemed interest over 1,249,075,472 AMH Shares representing 23.95% equity interest in AMH through the wholly-owned subsidiaries of UTSB namely, UTES and AAME with each holding 235,778,182 AMH Shares and 1,013,297,290 AMH Shares directly representing 4.52% and 19.43% equity interest in AMH respectively.

TAK has a deemed interest in the AMH Shares in which UTSB has an interest by virtue of the deemed interest of PanOcean in the AMH Shares. PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of TAK and foundations, including those for charitable purposes. PanOcean holds 100% equity interest in Excorp which in turn holds 100% equity interest in PSIL. PSIL holds 99.999% equity interest in UTSB. TAK is also a director of PanOcean, Excorp, PSIL and UTSB.

Although TAK and PanOcean are deemed to have an interest in the AMH Shares as described in the foregoing, they do not have any economic or beneficial interest over such shares as such interest is held subject to the terms of such discretionary trust referred to in the paragraph above.

TAK is also deemed to have an interest in the AMH Shares by virtue of the interests of East Asia Broadcast Network Systems N.V. (“EABNS”), Pacific Broadcast Systems N.V. (“PBS”), Home View Limited N.V. (“HVL”), Southpac Investments Limited N.V. (“SIL”), Ujud Cergas Sdn Bhd (“UCSB”), Metro Ujud Sdn Bhd (“MUSB”), Mujur Sanjung Sdn Bhd (“MSSB”), Prisma Gergasi Sdn Bhd (“PGSB”) and Ujud Murni Sdn Bhd (“UMSB”) which collectively hold directly 903,792,754 AMH Shares representing 17.33% equity interest in AMH. TAK is deemed to have an interest in the 903,792,754 AMH Shares collectively held by EABNS, PBS, HVL, SIL, UCSB, MUSB, MSSB, PGSB and UMSB by virtue of him holding 100% equity interest in their respective ultimate holding companies viz. Tucson N.V., Orient Systems Limited N.V., Home View Holdings N.V., Southpac Holdings N.V., All Asia Radio Broadcast N.V., Global Radio Systems N.V., Maestra International Broadcast N.V., Maestra Global Radio N.V. and Global Broadcast Systems N.V.

Each of PSIL, Excorp, PanOcean and TAK has a deemed interest over 124,688,000 ordinary shares in TCSB (“TCSB Shares”) representing 65.84% equity interest in TCSB through UTSB. UTSB holds an aggregate of 124,688,000 TCSB Shares representing 65.84% equity interest in TCSB, of which 71,000,000 TCSB Shares representing 37.49% equity interest in TCSB is held directly by UTSB, while 53,688,000 TCSB Shares representing 28.35% equity interest in TCSB is held indirectly via its wholly-owned subsidiary, Usaha Tegas Resources Sdn Bhd.

Although TAK and PanOcean are deemed to have an interest in the TCSB Shares as described in the foregoing, they do not have any economic or beneficial interest over such TCSB Shares, as such interest is held subject to the terms of such discretionary trust referred to the above.

In addition, TAK is deemed to have an interest over 47,792,803 TCSB Shares representing 25.23% equity interest in TCSB through the wholly-owned subsidiaries of MAI Sdn Berhad (“MAI”), by virtue of his 100% direct equity interest in MAI.

LGK, who is a Director of AMH and MBNS, is also a director of UTSB, PSIL, Excorp, PanOcean, UTSBM and TCSB. He has a direct equity interest over 1,000,000 AMH Shares representing 0.02% equity interest in AMH. He does not have any equity interest in Tanjong plc, TGV, TGVP, UTSB Group and AMH subsidiaries.

MM, who is a Director of AMH, is also a director of TCSB, Tanjong plc and an alternate director on the Board of UTSB. She does not have any equity interest in AMH Group, UTSB Group and TCSB Group.

#### 2. Maxis Group

Astro Digital 5 is a wholly-owned subsidiary of AMH. Maxis Broadband is a wholly-owned subsidiary of Maxis which is in turn a 62.32%-owned indirect subsidiary of Binariang GSM Sdn Bhd (“BGSM”).

Each of UTSB, PSIL, Excorp, PanOcean and TAK is a Major Shareholder, is also a major shareholder of Maxis with a deemed interest over 4,875,000,000 ordinary shares (“Maxis Shares”) representing 62.32% equity interest in Maxis, by virtue of its/his deemed interest in BGSM which holds 100% equity interest in BGSM Management Sdn Bhd (“BGSM Management”). BGSM Management holds 100% equity interest in BGSM Equity Holdings Sdn Bhd (“BGSM Equity”) which in turn holds 62.32% equity interest in Maxis. UTSB’s deemed interest in the Maxis Shares arises through its wholly-owned subsidiaries, namely, Wilayah Resources Sdn Bhd, Tegas Puri Sdn Bhd, Besitang Barat Sdn Bhd and Besitang Selatan Sdn Bhd, which hold in aggregate 37% equity interest in BGSM.

PanOcean holds 100% equity interest in Excorp which in turn holds 100% equity interest in PSIL. PSIL holds 99.999% equity interest in UTSB. PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of TAK and foundations including those for charitable purposes. Although TAK and PanOcean are deemed to have an interest in the Maxis Shares as described in the foregoing, they do not have any economic or beneficial interest over such Maxis Shares as such interest is held subject to the terms of the discretionary trust. Please refer to Note 1 above for interests of UTSB, PSIL, Excorp, PanOcean and TAK in AMH.

LGK, who is a Director of AMH and MBNS, is also a director of UTSB, PSIL, Excorp, PanOcean, Maxis and several subsidiaries of Maxis (including Maxis Broadband). LGK does not have any equity interest in Maxis Group. Please refer to Note 1 above for LGK’s interest in AMH.

#### 3. MGB Group

Astro Productions is a wholly-owned subsidiary of AMH. MSS is a wholly-owned subsidiary of MGB.

TAK is a major shareholder of MGB with a deemed interest over 272,953,208 ordinary shares (“MGB Shares”) representing 70% equity interest in MGB held via MGNS, a wholly-owned subsidiary of MAIH in which he has 100% direct equity interest. Hence, TAK also has deemed interest over MSS. Please refer to Note 1 above for TAK’s deemed interest in AMH.

LGK, who is a Director of AMH and MBNS, is also a director of MGNS. He does not have any equity interest in the shares of MGB Group. Please refer to Note 1 above for LGK’s interests in AMH.

SC, who is a Director of AMH, is also a director of MGB and MSS. He is also the acting CEO of MSS. He does not have any equity interest in AMH Group and MGB Group.

MM, who is a Director of AMH, is also a major shareholder of MGB with a deemed interest over 116,979,947 MGB Shares representing 30% equity interest in MGB in which Harapan Kota Sdn Bhd (“HKS”) has an interest, by virtue of her 50% direct equity interest in HKS, the holding company of Tujuan Bidari Sdn Bhd (“TBSB”), which in turn holds shares in Tujuan Wira Suria Sdn Bhd (“TWSSB”). TBSB holds such MGB Shares through TWSSB, under a discretionary trust for Bumiputera objects. As such, MM does not have any economic interest in such MGB Shares as such interest is held subject to the terms of such discretionary trust. She does not have any equity interest in AMH Group.

## Disclosure of Recurrent Related Party Transactions

### 4. AHSB Group

FetchTV is a wholly-owned subsidiary of Media Innovations Holdings Pty Ltd (“MIHPL”), a 83.84%-owned indirect subsidiary of AOL which in turn is wholly-owned by AHSB via Astro All Asia Networks Limited. CTE and its subsidiary, CMCL are associate companies of AOL.

Khazanah is a Major Shareholder with a deemed interest over 1,077,735,927 AMH Shares representing 20.67% equity interest in AMH through its wholly-owned subsidiary, PCBV. PCBV and Khazanah are also major shareholders of AHSB by virtue of PCBV's 29.34% direct equity interest in AHSB.

Each of UTSB, PSIL, Excorp and PanOcean is a major shareholder of AHSB, with a deemed interest over 479,619,973 ordinary shares (“AHSB Shares”) representing 34.01% equity interest in AHSB held through the wholly-owned subsidiaries of UTSB, namely, UTES and AAME. Please refer to Note 1 above for the interests of AAME, UTES, UTSB, PSIL, Excorp, and PanOcean in AMH.

TAK who is a Major Shareholder, is also a major shareholder of AHSB with a deemed interest over 819,082,908 AHSB Shares representing 58.08% equity interest in AHSB. Please refer to Note 1 above for TAK's deemed interest in AMH.

LGK, who is a Director of AMH and MBNS, is also a director of AHSB and AOL. He does not have any equity interest in AHSB Group. Please refer to Note 1 above for LGK's interests in AMH.

SC, who is a Director of AMH, is also a director of MIHPL and FetchTV. SC is deemed to have an interest over 13.83% equity interest in MIHPL in which Media Capital Pty Ltd has an interest, by virtue of him and his spouse controlling 100% equity interest in Media Capital Pty Ltd. He does not have any equity interest in AMH Group.

MM, who is a Director of AMH, is also a director of AHSB. She does not have any equity interest in AMH Group and AHSB Group.

KS, who is a Director of AMH, is also the chairman of AHSB. He does not have any equity interest in AMH Group and AHSB Group.

NRK, who was a Director of AMH within the preceding 6 months from the LPD, was also a director of AHSB. He does not have any equity interest in AMH Group and AHSB Group.

HT, who is the GCEO of AMH and a director of several subsidiaries of AMH, is also a director of MIHPL and FetchTV Pty Ltd, which are the holding companies of FetchTV. He has a direct equity interest over 1,863,500 AMH Shares representing 0.036% equity interest in AMH. In addition, he also has an interest over 6,764,300 unissued AMH Shares pursuant to the AMH Long Term Incentive Plan. He does not have any equity interest in AHSB Group.

### 5. Sun TV Group

Sun TV is regarded as a Person Connected with AOL through a joint venture arrangement between a wholly-owned subsidiary of AOL and Sun TV. AOL is in turn a wholly-owned subsidiary of AHSB.

Each of PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK is a Major Shareholder, is also a major shareholder of AHSB. Please refer to Notes 1 and 4 above for the interests of PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK in AMH. They do not have any equity interest in Sun TV.

LGK, who is a Director of AMH and MBNS, is also a director of AHSB and AOL. He does not have any equity interest in AHSB Group and Sun TV Group. Please refer to Note 1 above for LGK's interest in AMH.

MM, who is a Director of AMH, is also a director of AHSB. She does not have any equity interest in AMH Group, AHSB Group and Sun TV Group.

KS, who is a Director of AMH, is also the chairman of AHSB. He does not have any equity interest in AMH Group, AHSB Group and Sun TV Group.

NRK, who was a Director of AMH within the preceding 6 months from the LPD, was also a director of AHSB. He does not have any equity interest in AMH Group, AHSB Group and Sun TV Group.

## Additional Disclosures

### Material Contracts involving the interests of Directors and Major Shareholders

The particulars of material contracts entered into by the Group involving Directors' and Major Shareholders' interests which are either still subsisting as at 31 January 2021 or if not then subsisting, entered into since the end of FY20 are as follows<sup>1</sup>:

	Parties		General Nature	Consideration passing to or from the AMH Group	Date of Agreement/ Effective Date	Mode of Satisfaction of Consideration	Relationship
	AMH Group	Transacting Party					
1.	MBNS	MEASAT Satellite Systems Sdn Bhd (“MSS”)	Supply of capacity on 12 transponders on the MEASAT-3 satellite	Fee payable by MBNS to MSS	18 June 2007 Letter of Variation: 30 April 2009 Letter of Agreement: 21 May 2013 Letter of Agreement: 27 October 2017	Cash	Refer to Note 1
2.	MBNS	MSS	Supply of capacity on six transponders on the MEASAT-3a satellite	Fee payable by MBNS to MSS	18 May 2009 Letter of Agreement: 21 May 2013	Cash	Refer to Note 1
3.	MBNS	MEASAT International (South Asia) Ltd (“MISAL”)	Supply of capacity on 18 transponders on the MEASAT-3b satellite	Fee payable by MBNS to MISAL	11 May 2012 Letter of Amendment: 9 April 2014 Direct Agreement: 15 May 2014 Letter of Amendment: 6 July 2015 Letter of Agreement: 18 April 2019	Cash	Refer to Note 1
4.	MBNS	MISAL	Supply of capacity on six transponders on the MEASAT-3b satellite	Fee payable by MBNS to MISAL	12 April 2018 Letter of Termination: 18 April 2019	Cash	Refer to Note 1
5.	MBNS	MEASAT Communication Systems Sdn Bhd (“MCSSB”)	Supply of capacity on 12 transponders on the MEASAT-3d satellite	Fee payable by MBNS to MCSSB	18 April 2019 Letter of Amendment: 19 September 2019	Cash	Refer to Note 1

<sup>1</sup> Please note that transactions of a recurrent nature entered into by the AMH Group between 1 February 2020 and 31 January 2021 involving the interests of our Directors or Major Shareholders have been disclosed on pages 288 to 294 of this IAR2021.

### NOTE (as at 26 April 2021):

#### 1. MGB Group

MSS, MISAL and MCSSB are wholly-owned subsidiaries of MGB. MBNS is a wholly-owned subsidiary of AMH.

TAK, who is a Major Shareholder is also a major shareholder of MGB. Please refer to Notes 1 and 3 on pages 292 and 293 for TAK's interests in AMH and MGB Group.

LGK, who is a Director of AMH and MBNS, is also a director of MEASAT Global Network Systems Sdn Bhd (the holding company of MGB). Please refer to Notes 1 and 3 on pages 292 and 293 for LGK's interests in AMH and MGB Group.

SC, who is a Director of AMH, is also a director of MGB, MSS and MCSSB. He is also the acting CEO of MSS. He does not have any equity interest in the shares of AMH and MGB Group.

MM, who is a Director of AMH, is also a major shareholder of MGB. Please refer to Note 3 on page 293 for MM's interests in AMH and MGB Group.

## Additional Disclosures

### Share Incentive Schemes

#### (a) Management Share Scheme 2012

The Management Share Scheme was established in conjunction with our Company's initial public offering in 2012 and is effective for a period of 10 years commencing 20 September 2012 until 19 September 2022 ("MSS 2012"). In accordance with Appendix 9C, Part A, Section 27(a) of the MMLR, the total number of shares granted, vested and outstanding pursuant to the MSS 2012 since its commencement until FY21 are as follows:

Total number of AMH Shares granted	: 48,674,800
Total number of AMH Shares vested	: 17,206,700
Total number of AMH Shares outstanding	: Nil

More details of MSS 2012 are set out in the Directors' Report (under Share Scheme) of the audited financial statements for FY21 on page 151 of this IAR2021.

#### Shares granted to our former Executive Director and our GCEO (as at 31 January 2021)

- (i) Awards in respect of 10,017,800 AMH Shares have been granted to a former Executive Director and our GCEO, of which 4,361,500 have vested and none are outstanding.
- (ii) The actual percentage of AMH Shares granted to the said former Executive Director and key senior management<sup>(1)</sup> since the commencement of the MSS 2012 and during FY21 is 38% and Nil, respectively.
- (iii) Non-Executive Directors are not eligible to participate in the MSS 2012. There is no maximum allocation applicable to our Directors and key senior management. Not more than 10% of the shares available under the MSS 2012 shall be allocated to any individual eligible employee who, either singly or collectively with his persons connected, holds 20% or more of the issued and paid-up share capital of our Company.

#### (b) AMH Long Term Incentive Plan

Our Company obtained the approval of its shareholders at our Eighth Annual General Meeting held on 29 July 2020 for the establishment of the AMH Long Term Incentive Plan ("LTIP"). The LTIP is effective for a period of 10 years commencing 20 August 2020 until 19 August 2030. The LTIP replaces the MSS 2012 which expires in September 2022 and our Board does not intend to make any further grants and/or issue any further shares under the MSS 2012 until its expiry.

The maximum number of AMH Shares which may be issued and/or transferred under the LTIP shall not, when aggregated with the total number of AMH Shares issued under the MSS 2012, exceed 10% of the total number of issued AMH Shares at any point in time throughout the duration of the LTIP.

In accordance with Appendix 9C, Part A, Section 27(a) of the MMLR, the total number of shares granted, vested and outstanding pursuant to the LTIP since its commencement until 31 January 2021 are as follows:

Total number of AMH Shares granted	: 19,081,900*
Total number of AMH Shares vested	: Nil
Total number of AMH Shares outstanding	: 19,081,900*

Note:

\* 18,281,900 and 800,000 AMH Shares were granted to our eligible employees as Performance Share Award ("PSU Award") and Restricted Share Award respectively, the vesting of which will take place after a 3-year performance period subject always to meeting the vesting conditions determined by our Board.

More details on the LTIP are set out in Note 7(a) of the audited financial statements for FY21 on pages 208 to 210 of this IAR2021.

### Shares granted to our GCEO (as at 31 January 2021)

- a) An award in respect of 3,458,200 AMH Shares has been granted to our GCEO pursuant to a PSU Award as set out below:

	Granted	Vested	Outstanding
Henry Tan Poh Hock <sup>(2)</sup>	3,458,200	-	3,458,200

- b) The actual percentage of AMH Shares granted to key senior management<sup>(1)</sup> since the commencement of the LTIP and during FY21 is 61% for both periods.
- c) Non-Executive Directors are not eligible to participate in the LTIP. There is no maximum allocation applicable to our Directors and key senior management<sup>(1)</sup>. Not more than 10% of the shares available under the LTIP shall be allocated to any individual eligible employee who, either singly or collectively with his persons connected, holds 20% or more of the total number of issued shares of our Company.

Note:

<sup>(1)</sup> Key senior management refers to our GCEO and his direct reports.

<sup>(2)</sup> Subsequent to FY21, an award in respect of 3,306,100 AMH Shares was granted to our GCEO pursuant to a PSU Award under the LTIP, the vesting of which will take place after a 3-year performance period subject to meeting the vesting conditions determined by our Board.

## Glossary

AABC	All Asia Broadcast Centre, Bukit Jalil
AAME	All Asia Media Equities Limited
AAPG	Audit and Assurance Practice Guide
AARB	All Asia Radio Broadcast N.V.
ACBC	Astro Cyberjaya Broadcast Centre, Cyberjaya
Act	Companies Act 2016
Adex	Advertising revenue. Generally used to refer to the total advertising revenue in the market as a whole
AD5SB	Astro Digital 5 Sdn Bhd
ADSB	Astro Digital Sdn Bhd
AESB	Astro Entertainment Sdn Bhd
AGM	Annual General Meeting
AGS	Astro Group Services Sdn Bhd
AHSB	Astro Holdings Sdn Bhd
AI	Artificial Intelligence
AMH Shares	Ordinary shares in AMH
AOL	Astro Overseas Limited
Astro/AMH/ Company	Astro Malaysia Holdings Berhad
App	Applications, used in reference to digital applications on PCs and smart devices.
APSB	Astro Productions Sdn Bhd
APSSB	Astro Production Services Sdn Bhd
ARC	Audit Risk and Committee
ARPU	Average Revenue Per User. ARPU is the monthly average revenue per residential Pay-TV subscriber (excluding NJOI, our non-subscription satellite TV subscribers). ARPU is calculated by dividing the monthly average revenue derived from active Pay-TV residential subscribers over the financial year/period with the monthly average number of active Pay-TV residential subscribers during the financial year/period
ARV	Astro Retail Ventures Sdn Bhd
ASEAN	Association of Southeast Asian Nations
Astro Arena/ AASB	Astro Arena Sdn Bhd
Astro AWANI/ AANSB	Astro Awani Network Sdn Bhd
Astro Digital 5	Astro Digital 5 Sdn Bhd
Astro GO	Astro Pay-TV companion streaming app
Astro GS Shop/ Go Shop	Astro GS Shop Sdn Bhd
Astro Productions	Astro Productions Sdn Bhd
Astro Radio/ ARSB	Astro Radio Sdn Bhd
Astro Shaw/ ASSB	Astro Shaw Sdn Bhd

ASM	Astro Sports Marketing Sdn Bhd
ASO	Analogue switch off
ASV	Asia Sports Ventures Pte Ltd
b	Billion(s)
BAM	Badminton Association of Malaysia
BEE	Board Effectiveness Evaluation
BGSM	Binariang GSM Sdn Bhd
BGSM Equity	BGSM Equity Holdings Sdn Bhd
BGSM Management	BGSM Management Holdings Sdn Bhd
BNSB	Berkat Nusantara Sdn Bhd
Board	Board of Directors of AMH
Boardroom	Boardroom Share Registrars Sdn Bhd
BSCC	Bangsar South Contact Centre
Bursa Malaysia/ Bursa Securities	Bursa Malaysia Securities Berhad
CA	Corporate Assurance
Capex	Capital expenditure
Capitals	Capitals as referred to in the International Integrated Reporting Council are stocks of value on which an organisation's business model depends as inputs, and which are increased, decreased or transformed through its business activities as outputs
CCIRS	Cross-currency interest rate swap
CDS Accounts	Central depository system accounts
CEO	Chief Executive Officer
CG	Corporate Governance
CMCL	Celestial Movie Channel Limited
COBE	Code of Business Ethics
COSO	Committee of Sponsoring Organisation
Company Scorecard	KPIs underpinning Senior Leadership Team's performance evaluation
Connected STB	Internet-ready set-top boxes with access to Astro's On Demand content library
CTE	Celestial Tiger Entertainment Limited
Digidex	Digital adex
DRP	Dividend Reinvestment Plan
DTAM	Dynamic Television Audience Measurement
DYC	Datuk Yvonne Chia (Yau Ah Lan @ Fara Yvonne)
D2C	Direct-to-consumer
EABNS	East Asia Broadcast Network Systems N.V.
EABSH	East Asia Broadcast Systems Holdings N.V.
E-BEE	Electronic-Board Effectiveness Evaluation
EBIT	Earnings before interest and taxation

EBITDA	Earnings before interest, taxation, depreciation and amortisation (but excluding amortisation of film library and programme rights which are expensed as part of cost of sales) and share of post-tax results from investments accounted for using the equity method
ECL	Expected credit losses
eGG Network	Astro's eSports Pay-TV Channel, "Every good game"
EPF	Employees Provident Fund
EPS	Earnings per share
ESG	Environmental, Social and Governance
eSports	A multiplayer video game played competitively for spectators, typically by professional gamers
e-Voting	Poll by way of electronic voting
EXCO	Executive Committee comprising our GCEO, GCOO and GCFO
Excorp	Excorp Holdings N.V.
FBMKLIC	FTSE Bursa Malaysia Kuala Lumpur Composite Index
FetchTV	FetchTV Content Pty Ltd
FCF	Free cash flow
FM	Frequency modulation, commonly refers to the delivery of music and speech via terrestrial radio broadcast
FTA	Free-to-air
FTSE4Good Bursa Malaysia Index	An index comprising companies that demonstrate a leading approach to ESG, from the universe of the top 200 companies in the FTSE Bursa Malaysia EMAS Index
FVOCI	Fair value through other comprehensive income
FVTPL	Fair value through profit or loss
FY17	Financial year ended 31 <sup>st</sup> January 2017
FY18	Financial year ended 31 <sup>st</sup> January 2018
FY19	Financial year ended 31 <sup>st</sup> January 2019
FY20	Financial year ended 31 <sup>st</sup> January 2020
FY21	Financial year ended 31 <sup>st</sup> January 2021
FY22	Financial year ending 31 <sup>st</sup> January 2022
GBS	Global Broadcast Systems N.V.
GBPS	Gigabits per second
GCEO	Group Chief Executive Officer
GCFO	Group Chief Financial Officer
GCOO	Group Chief Operating Officer
GDP	Gross domestic product
GHG	Greenhouse gas
GMK	Grup Majalah Karangkrif Sdn Bhd
GNSB	Gerak Nusantara Sdn Bhd
GRI	Global Reporting Initiative
GRM	Group Risk Management
GRMF	Group Risk Management Framework

Group	Astro Malaysia Holdings Berhad and its subsidiaries
GRS	Global Radio Systems N.V.
GST	Goods and Services Tax
HD	High-definition, commonly refers to TV or video at a resolution of either 720p, 1080i or 1080p
HKD	Hong Kong Dollar
HKSB	Harapan Kota Sdn Bhd
HNSB	Harapan Nusantra Sdn Bhd
HT	Henry Tan Poh Hock
HTSB	Harapan Terus Sdn Bhd
HVH	Home View Holdings N.V.
HVL	Home View Limited N.V.
IAR2021	Integrated Annual Report 2021
IFRS	International Financial Reporting Standards
IIRC	International Integrated Reporting Council
INED	Independent Non-Executive Director
IP	Intellectual property
IPO	Initial public offering of up to 1,518,300,000 ordinary shares in AMH, comprising a public issue and offer for sale in October 2012
IPTV	Internet Protocol Television, generally referring to multichannel digital TV distributed over a managed IP network with a managed quality of service and dedicated bandwidth
IR	Investor Relations
IRS	Interest Rate Swaps
ISMS	Information Security Management System
ISO	The International Organisation for Standardisation, a non-governmental organisation that is the world's largest developer of voluntary international standards and facilitates world trade by providing common standards between nations
ISP	Internet service provider
IT	Information technology
JV	Joint Venture
KASB	Karya Anggun Sdn Bhd
Khazanah/KNB	Khazanah Nasional Berhad
KLCI	FTSE Bursa Malaysia KLCI
KKMM	Ministry of Communications and Multimedia
KPDNHEP	Kementerian Perdagangan Dalam Negeri dan Hal Ehwal Pengguna
KPI	Key performance indicator
KPM	Ministry of Education
KSM	Ministry of Human Resources
kWh	kilowatt-hour
LGK	Lim Ghee Keong
LHDN	Inland Revenue Board of Malaysia
LOA	Limits of authority



## Glossary

LPD	Latest Practicable Date
LTIP	Astro Malaysia Holdings Berhad Long Term Incentive Plan
m	Million(s)
m <sup>3</sup>	Cubic meter
Major Shareholder	A person who has an interest or interests in one or more voting shares in our Company and the nominal amount of that share, or the aggregate of the nominal amounts of those shares, is: (i) 10% or more of the aggregate of the nominal amounts of all the voting shares in our Company; or (ii) 5% or more of the aggregate of the nominal amounts of all the voting shares in our Company where such person is the largest shareholder of our Company
MACC	Malaysian Anti-Corruption Commission
MAU	Monthly active users
Maxis	Maxis Berhad
Maxis Broadband	Maxis Broadband Sdn Bhd
MBNS	MEASAT Broadcast Network Systems Sdn Bhd
Mbps	Megabits per second
MCCG	Malaysian Code on Corporate Governance 2017
MCMC	Malaysian Communications and Multimedia Commission
MCO	Movement Control Order
MDEC	Malaysia Digital Economy Corporation
MDIG	MEASAT DigiCast Sdn Bhd
MFRS	Malaysian Financial Reporting Standards
MGB	MEASAT Global Berhad
MGR	Maestra Global Radio N.V.
MGNS	MEASAT Global Network Systems Sdn Bhd
MGTC	Malaysian Green Technology and Climate Change Centre
MIB	Maestra International Broadcast N.V.
MISAL	MEASAT International (South Asia) Ltd
MM	Mazita binti Mokty
MMLR	The Main Market Listing Requirements and Practice Notes of Bursa Malaysia
MRC	MEASAT Radio Communications Sdn Bhd
MSS	MEASAT Satellite Systems Sdn Bhd
MSSB	Mujur Sanjung Sdn Bhd
MSWG	Minority Shareholder Watchdog Group
MTAM	Maestro Talent and Management Sdn Bhd
MTBC	MEASAT Broadcast Centre, Cyberjaya
MTN	Medium Term Note
MUSB	Metro Ujud Sdn Bhd
MUV	Monthly unique visitors
NACRA	National Annual Corporate Report Awards

NCGC	Nomination and Corporate Governance Committee (ceased on 31 March 2021)
NED	Non-Executive Director
NFCP	National Fiberisation and Connectivity Plan
NHH	Nurhisham bin Hussein
NISB	Nu Ideaktiv Sdn Bhd
NINED	Non-Independent Non-Executive Director
NIOSH	National Institute of Occupational Safety and Health
NJOI	Astro's non-subscription based DTH satellite TV service
NRCGC	Nomination, Remuneration and Corporate Governance Committee (established on 1 April 2021)
NRK	Nik Rizal Kamil bin Nik Ibrahim Kamil
OD	On Demand, a personalised viewing service
OPEX	Operational expenditure
OSH	Occupational Safety and Health
OSL	Orient Systems Limited N.V.
OTT	Over-the-Top, refers to the ability to deliver a service to an end user over a third party's network or the open Internet, usually in reference to video services
PanOcean	PanOcean Management Limited
PAT	Profit after taxation
PATAMI	Profit after taxation and minority interests
PBS	Pacific Broadcast Systems N.V.
PBT	Profit before taxation
PCBV	Pantai Cahaya Bulan Ventures Sdn Bhd
PDPA	Personal Data Protection Act 2010
Person(s) Connected	This shall have the same meaning as in Paragraph 1.01, Chapter 1 of the MMLR
PEW	Perfect Excellence Waves Sdn Bhd
PGSB	Prisma Gergasi Sdn Bhd
PPV	Pay-Per-View
PSA	Public service announcements
PSIL	Pacific States Investment Limited
PSU	Performance Share Units
PwC	PricewaterhouseCoopers, Astro's external auditors
RA	Revenue Assurance
Radex	Radio advertising expenditure. Generally used to refer to the total advertising expenditure in the radio market as a whole
RC	Remuneration Committee
RCV	Renzo Christopher Viegas
RM	Ringgit Malaysia
RPS	Redeemable Preference Shares
RPT	Related Party Transaction

RRPT	Recurrent Related Party Transaction
RSU	Restricted Share Units
SBTC	Strategy and Business Transformation Committee
SC	Simon Cathcart
Schools in Hospitals	A specialised and structured learning centre in selected hospitals, focused on the readiness and capabilities of students undergoing medical care
SD	Standard definition, commonly refers to TV or video at a resolution of 625 interlaced lines of resolution, derived from the European-developed Phase Alternating Line ("PAL") and Sequential Color with Memory systems and 525 interlaced lines based on the American National Television System Committee system. PAL 625 lines has been adopted as the SD standard in Malaysia
SDG	Sustainable Development Goals by the United Nations
SFCL	Synthetic Foreign Currency Loan facility
SHNV	Southpac Holdings N.V.
SIL	Southpac Investments Limited N.V.
SLT	Senior Leadership Team
SME	Small and medium-sized enterprises
SNSB	Sanjung Nusantara Sdn Bhd
SORMIC	Statement on Risk Management and Internal Control
STB	Set-top box
SUN TV	Sun TV Network Limited
TAK	Ananda Krishnan Tatparanandam
TAZ	Tunku Alizakri bin Raja Muhammad Alias
Tanjong plc	Tanjong Public Limited Company
Tayangan Unggul/TUSB	Tayangan Unggul Sdn Bhd
TBSB	Tujuan Bidari Sdn Bhd

TCSB	Tanjong Capital Sdn Bhd
tCO <sub>2</sub> e	Tonnes of carbon dioxide equivalent, a unit to measure GHG emissions relative to one unit of CO <sub>2</sub>
TGV	TGV Cinemas Sdn Bhd
TGVP	TGV Pictures Sdn Bhd
Total Borrowings	Term loans and finance leases, excluding vendor financing
Transponder(s)	A device mounted on a satellite that receives, converts and retransmits radio frequency signals
TV	Television
TV Households	Households with at least one TV set
TWSSB	Tujuan Wira Suria Sdn Bhd
TZA	Tun Dato' Seri Zaki bin Tun Azmi
UCSB	Ujud Cergas Sdn Bhd
UI/UX	User Interface/User Experience
UMSB	Ujud Murni Sdn Bhd
UN	United Nations
UTES	Usaha Tegas Entertainment Systems Sdn Bhd
UTP	UT Projects Sdn Bhd
UTSB	Usaha Tegas Sdn Bhd
UTSBM	UTSB Management Sdn Bhd
VIU	Value in use
WAB	Wisma Ali Bawal, Petaling Jaya
WPP	Whistleblowing Policy and Procedures
Yayasan	Yayasan Astro Kasih
24/7	24 hours a day, seven days a week
4K UHD	Refers to a horizontal display resolution of approximately 4,000 pixels in Ultra High Definition with display resolution of 3,840 x 2,160
5G	Fifth generation wireless technology for digital cellular networks

## Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Ninth Annual General Meeting of ASTRO MALAYSIA HOLDINGS BERHAD (“the Company”) will be conducted on a fully virtual basis on Thursday, 24 June 2021 at 2.00 p.m. from the broadcast venue at Studio 1, Ground Floor, All Asia Broadcast Centre, Technology Park Malaysia, Lebuhraya Puchong-Sungai Besi, Bukit Jalil, 57000 Kuala Lumpur and via the online meeting platform at <https://web.lumiagm.com> for the following purposes:

### AS ORDINARY BUSINESS

- |  |  |
|--|--|
| (1) To receive the Audited Financial Statements of the Company for the financial year ended 31 January 2021 and the Reports of the Directors and Auditors thereon.<br><i>(Explanatory Note 1)</i>  |  |
| (2) To declare a Final Single-Tier Dividend of 2.5 sen per ordinary share for the financial year ended 31 January 2021.<br><i>(Explanatory Note 2)</i>   | <b>Resolution 1</b>                        |
| (3) To re-elect the following Directors who retire by rotation pursuant to Rule 126 of the Company’s Constitution and who being eligible, have offered themselves for re-election:<br>(i) Tun Dato’ Seri Zaki bin Tun Azmi<br>(ii) Lim Ghee Keong<br><i>(Explanatory Note 3)</i> | <b>Resolution 2</b><br><b>Resolution 3</b> |
| (4) To re-elect Kenneth Shen who retires pursuant to Rule 115 of the Company’s Constitution and who being eligible, has offered himself for re-election.<br><i>(Explanatory Note 3)</i>  | <b>Resolution 4</b>                        |
| (5) To approve the payment of Directors’ fees and benefits for the period from 25 June 2021 until the next Annual General Meeting of the Company to be held in 2022.<br><i>(Explanatory Note 4)</i>  | <b>Resolution 5</b>                        |
| (6) To re-appoint Messrs. PricewaterhouseCoopers PLT as Auditors of the Company to hold office until the conclusion of the next Annual General Meeting and to authorise the Directors of the Company to fix their remuneration.<br><i>(Explanatory Note 5)</i>                   | <b>Resolution 6</b>                        |

### AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following Ordinary Resolutions with or without modifications:

- |  |                     |
|--|---------------------|
| (7) Retention of Independent Non-Executive Director<br><br>“THAT subject to Resolution 2, approval be and is hereby given for the retention of Tun Dato’ Seri Zaki bin Tun Azmi as an Independent Non-Executive Director of the Company until the conclusion of the next Annual General Meeting.”<br><i>(Explanatory Note 6)</i> | <b>Resolution 7</b> |
|--|---------------------|

- |  |                     |
|--|---------------------|
| (8) Authority for the Directors of the Company to Issue Ordinary Shares pursuant to Sections 75 and 76 of the Companies Act 2016 | <b>Resolution 8</b> |
|--|---------------------|

“THAT the Directors of the Company be and are hereby empowered, pursuant to Sections 75 and 76 of the Companies Act 2016 (“Act”), to issue and allot shares in the Company, at any time, to such persons and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit, including in pursuance of offers, agreements or options to be made or granted by the Directors while this approval is in force, and that the Directors be and are hereby further authorised to make or grant offers, agreements or options in respect of shares in the Company including those which would or might require shares in the Company to be issued after the expiration of the approval hereof, provided that the aggregate number of shares to be issued pursuant to this approval does not exceed ten (10) percent of the total number of issued shares of the Company for the time being, and that the Directors be and are also empowered to obtain approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad (“Bursa Securities”);

AND THAT such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company, subject always to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and the approvals of all relevant regulatory bodies being obtained (if required).”  
*(Explanatory Note 7)*

- |  |                     |
|--|---------------------|
| (9) Renewal of Authority for the Directors of the Company to Issue Ordinary Shares in relation to the Dividend Reinvestment Plan | <b>Resolution 9</b> |
|--|---------------------|

“THAT, pursuant to the Dividend Reinvestment Plan (“DRP”) of the Company, approval be and is hereby given to the Company to allot and issue such number of ordinary shares in the Company (“Shares”) from time to time as may be required to be allotted and issued pursuant to the DRP until the conclusion of the next Annual General Meeting of the Company, upon such terms and conditions and to such persons as the Directors of the Company may in their absolute discretion deem fit and in the best interest of the Company, provided that the issue price of the Shares shall be determined and fixed by the Directors at not more than ten (10) percent discount to the adjusted five (5)-day weighted average market price (“WAMP”) of the Shares immediately prior to the price-fixing date, of which the WAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price;

AND THAT the Directors and the Secretary of the Company be and are hereby authorised to do all such acts and enter into, execute, sign and deliver, all such documents, agreements, transactions and arrangements as may be necessary or expedient in order to give full effect to the DRP with full power to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed or agreed to by any relevant authorities or consequent upon the implementation of the said conditions, modifications, variations and/or amendments, as they in their absolute discretion deem fit and in the best interest of the Company.”  
*(Explanatory Note 8)*

## Notice of Annual General Meeting

- (10) Proposed Shareholders' Mandate for the Company and/or its Subsidiaries to enter into Recurrent Related Party Transactions of a Revenue or Trading Nature with the following Related Parties:

Usaha Tegas Sdn Bhd and/or its affiliates  
 Maxis Berhad and/or its affiliates  
 MEASAT Global Berhad and/or its affiliates  
 Astro Holdings Sdn Bhd and/or its affiliates  
 Sun TV Network Limited and/or its affiliates  
 GS Home Shopping Inc. and/or its affiliates  
 SRG Asia Pacific Sdn Bhd and/or its affiliates  
 Ultimate Capital Sdn Bhd, Ultimate Technologies Sdn Bhd, Kotamar Holdings Sdn Bhd and/or Dato' Hussamuddin bin Haji Yaacob and/or their respective affiliates

**Resolution 10**  
**Resolution 11**  
**Resolution 12**  
**Resolution 13**  
**Resolution 14**  
**Resolution 15**  
**Resolution 16**  
**Resolution 17**

"THAT approval be and is hereby given pursuant to Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad for the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with each of the abovementioned parties, respectively pursuant to Resolutions 10 to 17, the details of which are set out in the Company's Circular to Shareholders dated 24 May 2021 ("Proposed RRPT Mandate");

PROVIDED THAT such transactions are necessary for the day-to-day operations of the Company and/or its subsidiaries, and are carried out in the ordinary course of business on normal commercial terms and on terms which are not more favourable to the parties with which such recurrent transactions are to be entered into than those generally available to the public and which are not detrimental to the minority shareholders of the Company;

AND THAT the Proposed RRPT Mandate shall continue to be in force until:

- (a) the conclusion of the next Annual General Meeting of the Company at which time the authority will lapse, unless such authority is renewed by a resolution passed at such general meeting;
- (b) the expiration of the period within which such Annual General Meeting is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) the resolution is revoked or varied by a resolution passed by the shareholders in a general meeting,

whichever is the earliest;

AND THAT the Directors of the Company be authorised to take such steps and to do all acts and things and execute all such documents as they may consider necessary or expedient to give effect to the Proposed RRPT Mandate."

(Explanatory Note 9)

### NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT DATE

NOTICE IS HEREBY GIVEN THAT, subject to the approval of the Company's shareholders at the Ninth Annual General Meeting to be held on 24 June 2021 or at any adjournment thereof, a Final Single-Tier Dividend of 2.5 sen per ordinary share in respect of the financial year ended 31 January 2021 will be paid on 23 July 2021 to the Depositors whose names appear in the Record of Depositors at the close of business on 9 July 2021. A Depositor shall qualify for entitlement to the dividend in respect of:

- (a) shares transferred to the Depositor's securities account before 4.30 p.m. on 9 July 2021; and
- (b) shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

### BY ORDER OF THE BOARD



LIEW WEI YEE SHARON  
 Company Secretary (LS0007908)  
 SSM Practising Certificate No. 201908003488  
 24 May 2021  
 Kuala Lumpur

### EXPLANATORY NOTES

#### (1) Audited Financial Statements and the Reports of the Directors and Auditors thereon

The Audited Financial Statements and the Reports of the Directors and Auditors of the Company are laid at the Ninth Annual General Meeting ("Ninth AGM") in accordance with Section 340(1)(a) of the Companies Act 2016 ("Act"). There is no requirement for the shareholders to approve such documents and hence, this agenda item is meant for discussion only and will not be put forward for voting.

#### (2) Final Single-Tier Dividend

On 25 March 2021, the Board of Directors of the Company ("Board") announced the declaration and payment of a Final Single-Tier Dividend of 2.5 sen per ordinary share for the financial year ended 31 January 2021 ("FY21") subject to shareholders' approval being obtained at the Ninth AGM. If Resolution 1 is passed, the dividend will be paid on 23 July 2021 to those shareholders whose names appear in the Record of Depositors at the close of business on 9 July 2021.

## Notice of Annual General Meeting

### EXPLANATORY NOTES (CONT'D)

#### (3) Re-election of Directors

- (a) Resolutions 2 and 3 – Rule 126 of the Constitution of the Company provides that at each annual general meeting (“AGM”), one-third (1/3) of the Directors of the Company for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3), shall retire from office, provided that all Directors shall retire from office once at least on each three (3) years, but shall be eligible for re-election.

Given the number of Directors who are subject to retirement by rotation, two (2) out of seven (7) Directors shall retire at the Ninth AGM. Tun Dato’ Seri Zaki bin Tun Azmi (“TZA”) and Lim Ghee Keong (“LGK”) shall retire by rotation at the Ninth AGM and being eligible, have offered themselves for re-election as Directors of the Company.

The Electronic-Board Effectiveness Evaluation for FY21 (“FY21 E-BEE”) conducted by KPMG Management & Risk Consulting Sdn Bhd (“KPMG MRC”) indicated that TZA and LGK positively contributed to the overall performance of the Board and discharged their roles and responsibilities as Directors. On this basis, the Board (save for TZA and LGK who had abstained from deliberating and voting) has recommended that TZA and LGK be re-elected as Directors of the Company.

- (b) Resolution 4 – Rule 115 of the Constitution of the Company provides that any Director appointed, either to fill a casual vacancy or as an addition to the existing Board, shall hold office only until the conclusion of the next AGM and shall be eligible for re-election. A Director retiring under this Rule shall not be taken into account in determining the Directors or the number of Directors to retire by rotation at such meeting. Accordingly, Kenneth Shen who was appointed as a Non-Independent Non-Executive Director of the Company on 16 April 2021 is standing for re-election at the Ninth AGM and being eligible, has offered himself for re-election as a Director of the Company.

The appointment of Kenneth Shen was made pursuant to a nomination by Khazanah Nasional Berhad (through Pantai Cahaya Bulan Ventures Sdn Bhd), a substantial shareholder of the Company. The Board (through the Nomination, Remuneration and Corporate Governance Committee) carried out an assessment that was guided by the Board Selection Criteria and Board Diversity Policy, and was of the view that Kenneth Shen’s vast experience in the investment sector and extensive knowledge in corporate finance, mergers & acquisitions and capital markets would further enhance the Board’s strengths and would be an added advantage to the Company.

Please refer to Part A of the Statement Accompanying Notice of Ninth AGM for the retiring Directors’ profiles.

#### (4) Directors’ Fees and Benefits

Pursuant to Section 230 of the Act, any fees and benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.

At the Eighth AGM held on 29 July 2020, the fees and benefits payable to the Non-Executive Directors of the Company (“NEDs”) for the period commencing 30 July 2020 until the Ninth AGM was approved based on the remuneration rates set out in Column A of the table in page 307 up to a maximum amount of RM3.54 million. The utilisation as at 31 January 2021 (approximately six (6) months) is RM1.49 million. Based on the current Board size and the estimated number of additional meetings to be held until the Ninth AGM, the total utilisation is expected to be approximately RM2.76 million or 78% of the approved amount. Total Directors’ remuneration for FY21 is RM2.96 million (financial year ended 31 January 2020 : RM3.06 million).

The Company is seeking its shareholders’ approval for the payment of the NEDs’ fees and benefits for the period commencing 25 June 2021 until the next AGM to be held in 2022 in accordance with the remuneration rates set out in Column B, payable on a monthly basis and/or as and when incurred, subject to a maximum amount of RM3.54 million which has remained unchanged for the past three (3) years:

Type of Fees/Benefits	Existing Rates (RM) Column A	Proposed Rates (RM) Column B
Board Chairman	520,000 per annum	520,000 per annum
Non-Executive Director	280,000 per annum	280,000 per annum
Audit and Risk Committee		
• Chairman	50,000 per annum	50,000 per annum
• Member	25,000 per annum	25,000 per annum
Remuneration Committee (ceased on 31 March 2021)		
• Chairman	40,000 per annum	-
• Member	20,000 per annum	-
Nomination and Corporate Governance Committee (ceased on 31 March 2021)		
• Chairman	40,000 per annum	-
• Member	20,000 per annum	-
Nomination, Remuneration and Corporate Governance Committee (established on 1 April 2021)		
• Chairman	-	40,000 per annum
• Member	-	20,000 per annum
Strategy and Business Transformation Committee		
• Chairman	40,000 per annum	40,000 per annum
• Member	20,000 per annum	20,000 per annum
Meeting Allowance	1,000 per day	1,000 per day
Benefits	Company car, petrol and driver for Board Chairman	Company car, petrol and driver for Board Chairman

Based on the recommendation of the Remuneration Committee, the Board had reviewed and determined that the proposed remuneration rates are competitive and within market benchmarks based on the responsibilities shouldered by the NEDs and the current operating landscape. The total cap of RM3.54 million has taken into consideration, the need to appoint additional director(s) to further reinforce the Board’s strengths and the frequency of meetings.

If Resolution 5 is passed, the Directors’ fees and benefits will be paid by the Company on a monthly basis and/or as and when incurred.

#### (5) Re-appointment of Auditors

The Board, through the Audit and Risk Committee, had reviewed the written affirmation of independence from PricewaterhouseCoopers PLT (“PwC”), the external auditors of the Company and is satisfied that PwC had acted independently in accordance with relevant professional and regulatory requirements during FY21. Based on the annual effectiveness evaluation of PwC, the Board has recommended the re-appointment of PwC as Auditors of the Company to hold office until the conclusion of the next AGM in 2022 in accordance with Section 271 of the Act, under Resolution 6.

## Notice of Annual General Meeting

### EXPLANATORY NOTES (CONT'D)

#### (6) Retention of Independent Non-Executive Director

Pursuant to Practice 4.2 of the Malaysian Code on Corporate Governance 2017, the tenure of an independent director shall not exceed a cumulative term limit of nine (9) years. Upon completion of nine (9) years, an independent director may continue to serve on the board as an independent director subject to justification and annual shareholders' approval being obtained.

TZA was appointed as an Independent NED of the Company and Chairman of the Board on 15 August 2012. Therefore, his tenure as an independent director reaches a cumulative term of nine (9) years on 14 August 2021. An assessment of independent directors of the Company was undertaken as part of the FY21 E-BEE conducted by KPMG MRC. Taking into consideration the recommendation of the Nomination and Corporate Governance Committee and findings of the FY21 E-BEE, the Board (save for TZA who had abstained from deliberating and voting) is of the view that notwithstanding tenure, TZA continues to be independent within the definition and spirit of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("MMLR") based on the following grounds:

- (i) Ability to exercise independent judgement and to act in the best interest of the Company;
- (ii) Independent of management and has not engaged in any business or other relationship which could interfere with the exercise of independent judgement or the ability to act in the best interest of the Company;
- (iii) Displayed objectivity and impartiality, and is active in fomenting discourse besides engaging in an active questioning; and
- (iv) Ability to act with conviction based on principles while fostering a fair boardroom process.

Resolution 7, if passed, will enable TZA to continue as an Independent NED of the Company and Chairman of the Board until the conclusion of the next AGM in 2022. For purposes of clarity, in the event that shareholders' approval for Resolution 7 is withheld, TZA shall be redesignated as a Non-Independent NED of the Company subject to the passing of Resolution 2. In this scenario, Paragraph 15.02 of the MMLR on the required minimum number of independent directors will nonetheless be met.

#### (7) Authority for the Directors of the Company to Issue Ordinary Shares

Resolution 8, if passed, will provide the authority to and empowers the Directors, pursuant to Sections 75 and 76 of the Act, to issue and allot new ordinary shares of the Company up to an aggregate number not exceeding ten (10) percent of the total number of issued shares of the Company ("Proposed General Mandate"). This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM in 2022.

Please refer to Part B of the Statement Accompanying Notice of AGM for further details of the Proposed General Mandate.

#### (8) Renewal of Authority for the Directors of the Company to Issue Ordinary Shares in relation to the Dividend Reinvestment Plan

Resolution 9, if passed, will renew the authority granted by the shareholders of the Company at the Eighth AGM held on 29 July 2020 and continue to empower the Directors to issue and allot new ordinary shares of the Company in respect of any dividends to be declared under the Dividend Reinvestment Plan ("DRP") of the Company. The DRP, which was approved on 27 June 2019, provides an option to the shareholders of the Company to elect to re-invest their cash dividend entitlements in new ordinary shares of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM in 2022.

#### (9) Proposed Shareholders' Mandate for Recurrent Related Party Transactions

Detailed information regarding the proposed mandate for recurrent related party transactions ("RRPTs") is set out in the Circular to Shareholders dated 24 May 2021. Resolutions 10 to 17, if passed, will enable the Company and/or subsidiaries to enter into RRPTs in the ordinary course of business of a revenue or trading nature, which are necessary for the Group's day-to-day operations, and based on terms which are not more favourable to the related parties than those generally available to the public. Such mandate shall lapse at the conclusion of the next AGM in 2022 unless authority for its renewal is obtained from the shareholders at such general meeting.

#### Notes on Abstention from Voting

- (1) Any Director referred to in Resolutions 2 to 4 and 7, who is a shareholder of the Company, will abstain from voting on the resolution relating to his re-election/retention at the Ninth AGM.
- (2) Any Director who is shareholder of the Company will abstain from voting on Resolution 5 relating to the payment of the Directors' fees and benefits at the Ninth AGM.

#### Notes on Voting Rights and Procedures

- (1) The Ninth AGM of the Company will be conducted on a **fully virtual basis** via the remote participation and voting platform ("RPV"). Please refer to the Administrative Guide for the Ninth AGM for further details.
- (2) In accordance with Rule 106 of the Constitution of the Company, each member of the Company ("Member") shall be entitled to be present and to vote at any general meeting of the Company either personally or by proxy or by attorney and to be reckoned in a quorum in respect of shares fully paid and in respect of partly paid shares where calls are not due and unpaid. Members may exercise their rights to participate in the Ninth AGM including the right to pose questions via the online meeting facilities.
- (3) Pursuant to Paragraph 8.29A of the MMLR, all the resolutions as set out in the Notice of Ninth AGM will be conducted by way of a poll. Every Member present in person or by proxy or by attorney or other duly authorised representative shall have one vote for every share held by him. A person entitled to more than one (1) vote need not use all his votes or cast all the votes he uses on a poll in the same way.
- (4) The Company has appointed its share registrar, Boardroom Share Registrars Sdn Bhd ("Boardroom") as poll administrator to conduct the poll by way of electronic voting and Asia Securities Sdn Bhd as independent scrutineer to verify the poll results.
- (5) The registration for RPV will be opened on Monday, 24 May 2021 and end on Wednesday, 23 June 2021 at 2.00 p.m. (24 hours before the commencement of the Ninth AGM). Voting session will commence from the start of the meeting at 2 p.m. on Thursday, 24 June 2021 or such other time as announced by the Chairman until the Chairman declares the end of the voting session.

#### Notes on Proxy

- (1) In accordance with Rule 106.5 of the Constitution of the Company, if a Member is unable to participate at the Ninth AGM via the online meeting facilities, he/she is entitled to appoint one (1) or more proxies to exercise all or any of his/her rights to attend, participate, speak and vote for him/her subject to the following provisions:
  - (i) save as provided for Note (2) below, the Act and any applicable law, each Member shall not be permitted to appoint more than two (2) proxies to attend the same meeting; and
  - (ii) where a Member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy.
- (2) For the avoidance of doubt and subject always to Note (1)(ii) above, the Act and any applicable law:
  - (i) where a Member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is

no limit to the number of proxies which an exempt authorised nominee may appoint in respect of each omnibus account it holds; and

- (ii) where a Member is an authorised nominee, it may appoint at least one (1) proxy in respect of each securities account it holds to which ordinary shares in the Company are credited. Each appointment of proxy by an authorised nominee may be made separately or in one (1) instrument of proxy and should specify the securities account number and the name of the beneficial owner for whom the authorised nominee is acting.

There shall be no restriction as to the qualification of the proxy. Hence, a proxy may but need not be a Member. A proxy appointed to attend and vote at the meeting shall have the same rights as a Member to attend, participate, speak and vote at the meeting.

- (3) **The instrument appointing a proxy ("Proxy Form") must be received by Boardroom latest by 2.00 p.m. on Wednesday, 23 June 2021.** The Proxy Form may be deposited with Boardroom in the following manner:
  - (i) By Electronic means  
Through the Boardroom Smart Investor Portal at <https://boardroomlimited.my> by logging in and selecting "E-PROXY LODGEMENT" from the main menu.
  - (ii) In Hardcopy Form  
By hand or post to the office of Boardroom at 11<sup>th</sup> Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, to the extent that is permissible to do so under any relevant movement control orders issued.

- (4) If you choose to deposit the Proxy Form by hand or post, the Proxy Form shall:
  - (i) in the case of an individual, be signed by the appointor or by his/her attorney; and
  - (ii) in the case of a corporation, be either affixed with its common seal or signed by its attorney or an officer on behalf of the corporation.

- (5) If you have submitted your Proxy Form and subsequently decide to appoint another person or you wish to participate in the Ninth AGM, please write to [bsr.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@boardroomlimited.com) to revoke the appointment of proxy no later than **Wednesday, 23 June 2021 at 2.00 p.m.**, being 24 hours before the Meeting.

- (6) The Company reserves the right to reject incomplete or erroneous forms. If the Proxy Form is returned without an indication as to how the proxy shall vote on any particular resolution, the proxy may exercise his discretion as to whether to vote on such matter and if so, how.

**MEMBERS ENTITLED TO PARTICIPATE AND VOTE AT THE NINTH AGM**  
For the purpose of determining a Member who is entitled to participate and vote at the Ninth AGM, the Company will request from Bursa Malaysia Depository Sdn Bhd, in accordance with Rule 89.1(b) of the Constitution of the Company and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue the General Meeting Record of Depositors ("ROD") as at 17 June 2021. Only a depositor whose name appears on the ROD as at 17 June 2021 shall be entitled to attend the Ninth AGM or appoint proxy(ies) to attend and/or vote on his/her behalf.

## Statement Accompanying Notice of Ninth Annual General Meeting

Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

### PART A (Resolutions 2 to 4)

#### RE-ELECTION OF DIRECTORS PURSUANT TO THE CONSTITUTION OF THE COMPANY

The profiles of Directors who are standing for re-election under Resolutions 2 to 4 in the Notice of the Ninth Annual General Meeting ("Ninth AGM") are on pages 102 to 105 of the Company's Integrated Annual Report 2021.

### PART B (Resolution 8)

#### AUTHORITY FOR DIRECTORS OF THE COMPANY TO ISSUE ORDINARY SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

The Company's shareholders had approved a resolution to authorise the Directors to issue new ordinary shares in the Company pursuant to Sections 75 and 76 of the Companies Act 2016 ("Act") at the Eighth AGM held on 29 July 2020 ("General Mandate"). The Company has not issued any new shares pursuant to the General Mandate which will lapse upon the conclusion of this Ninth AGM.

Resolution 8, if passed, will provide the authority to and empowers the Directors, pursuant to Sections 75 and 76 of the Act, to issue new ordinary shares in the Company up to an aggregate number not exceeding ten (10) percent of the total number of issued shares of the Company for the time being, and to make or grant offers, agreements or options in respect of such shares, from the date of Ninth AGM until the next AGM of the Company for such purposes as the Directors deem necessary. The proposed general mandate will provide flexibility for any possible fund-raising activities, including but not limited to placement of shares for the purpose of funding future investments, working capital, and/or acquisitions. In any event, the Board of Directors will exercise its authority to issue shares if it is deemed to be in the best interests of the Company.

# Proxy Form

Number of shares held	CDS account no.



\*I/We, \_\_\_\_\_ \*NRIC/\*Passport/\*Company No. \_\_\_\_\_  
(full name of Member in block letters)

of \_\_\_\_\_  
(full address of Member in block letters)

and telephone no. \_\_\_\_\_, being a member of Astro Malaysia Holdings Berhad ("Company"), hereby appoint the following person(s) as my/our proxy:

	Full name of proxy in block letters	Contact	*NRIC/*Passport no.	No. of shares to be represented	Percentage
Proxy 1		H/P No. Email:			
Proxy 2		H/P No. Email:			
			<b>Total</b>		<b>100%</b>

or failing \*him/her, THE CHAIRMAN OF THE MEETING as \*my/our \*proxy/proxies to vote for \*me/us on \*my/our behalf at the Ninth Annual General Meeting of the Company conducted on a fully virtual basis on Thursday, 24 June 2021 at 2.00 p.m. from the broadcast venue at Studio 1, Ground Floor, All Asia Broadcast Centre, Technology Park Malaysia, Lebuhraya Puchong-Sungai Besi, Bukit Jalil, 57000 Kuala Lumpur and via the online meeting platform at <https://web.lumiagm.com>, and at any adjournment thereof.

\*I/We indicate with an "x" in the spaces below how \*I/we wish \*my/our vote(s) to be cast:

No.	Ordinary Resolutions	For	Against	Abstain
1	Declaration of Final Single-Tier Dividend of 2.5 sen per ordinary share in respect of financial year ended 31 January 2021			
2	Re-election of Tun Dato' Seri Zaki bin Tun Azmi as a Director of the Company			
3	Re-election of Lim Ghee Keong as a Director of the Company			
4	Re-election of Kenneth Shen as a Director of the Company			
5	Payment of Directors' Fees and Benefits for the period from 25 June 2021 until the next Annual General Meeting of the Company in 2022			
6	Re-appointment of Messrs PricewaterhouseCoopers PLT as Auditors of the Company			
7	Retention of Tun Dato' Seri Zaki bin Tun Azmi as Independent Non-Executive Director			
8	Authority for Directors of the Company to Issue Ordinary Shares pursuant to Sections 75 and 76 of the Companies Act 2016			
9	Renewal of Authority for the Directors of the Company to Issue Ordinary Shares in relation to the Dividend Reinvestment Plan			
10	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Usaha Tegas Sdn Bhd and/or its affiliates			
11	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Maxis Berhad and/or its affiliates			
12	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with MEASAT Global Berhad and/or its affiliates			
13	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Astro Holdings Sdn Bhd and/or its affiliates			
14	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Sun TV Network Limited and/or its affiliates			
15	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with GS Home Shopping Inc. and/or its affiliates			
16	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with SRG Asia Pacific Sdn Bhd and/or its affiliates			
17	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Ultimate Capital Sdn Bhd, Ultimate Technologies Sdn Bhd, Kotamar Holdings Sdn Bhd and/or Dato' Hussamuddin bin Haji Yaacob and/or their respective affiliates			

Subject to the abovementioned voting instructions, \*my/our proxy may vote or abstain from voting on any resolutions as \*he/she/they may think fit.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2021

Signed by hand (if individual)/by affixation of Common Seal (if corporation)

**NOTES ON PROXY**

(1) In accordance with Rule 106.5 of the Constitution of the Company, if a Member is unable to participate at the Ninth AGM via the online meeting facilities, he/she is entitled to appoint one (1) or more proxies to exercise all or any of his/her rights to attend, participate, speak and vote for him/her subject to the following provisions:

- (i) save as provided for Note (2) below, the Companies Act 2016 ("Act") and any applicable law, each Member shall not be permitted to appoint more than two (2) proxies to attend the same meeting; and
- (ii) where a Member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy.

(2) For the avoidance of doubt and subject always to Note (1)(ii) above, the Act and any applicable law:

- (i) where a Member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which an exempt authorised nominee may appoint in respect of each omnibus account it holds, and
- (ii) where a Member is an authorised nominee, it may appoint at least one (1) proxy in respect of each securities account it holds to which ordinary shares in the Company are credited. Each appointment of proxy by an authorised nominee may be made separately or in one (1) instrument of proxy and should specify the securities account number and the name of the beneficial owner for whom the authorised nominee is acting.

There shall be no restriction as to the qualification of the proxy. Hence, a proxy may but need not be a Member. A proxy appointed to attend and vote at the meeting shall have the same rights as a Member to attend, participate, speak and vote at the meeting.

(3) **The instrument appointing a proxy ("Proxy Form") must be received by Boardroom Share Registrars Sdn Bhd ("Boardroom") latest by 2.00 p.m. on Wednesday, 23 June 2021.** The Proxy Form may be deposited with Boardroom in the following manner:

- (i) **By Electronic means**  
Through the Boardroom Smart Investor Portal at <https://boardroomlimited.my> by logging in and selecting "E-PROXY LODGEMENT" from the main menu.

(ii) **In Hardcopy Form**

By hand or post to the office of Boardroom at 11<sup>th</sup> Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, to the extent that is permissible to do so under any relevant movement control orders issued.

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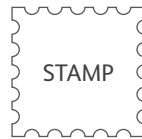
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**PERSONAL DATA PRIVACY**

By submitting the information in this form, you consent to Astro Malaysia Holdings Berhad (201101004392 (932533-V)) in processing your personal data in the manner stipulated in the Privacy Notice for Shareholders set out in <https://www.astro.com.my/privacy-notice-shareholders> and warrant that consent of the proxy(ies) and/or representative(s) whose personal data you have provided has also been obtained accordingly and that they have been informed of the privacy notice.

Please Fold Here



**Boardroom Share Registrars Sdn Bhd  
11<sup>th</sup> Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim  
Seksyen 13, 46200 Petaling Jaya  
Selangor Darul Ehsan  
Malaysia**

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**ASTRO MALAYSIA HOLDINGS BERHAD**

Incorporated in Malaysia – Company No. 201101004392 (932533-V)  
All Asia Broadcast Centre, Technology Park Malaysia, Lebuhraya Puchong-Sungai Besi,  
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