

I M A G I N



E X T

WELCOME TO A WORLD THAT WHOLLY EMBRACES WHAT COMES NEXT.

Dedicating ourselves to next-level multitainment, e-commerce, eSports and animation via all your favourite devices.

Where local and global cultures, diverse perspectives, languages and the latest trends thrive and flourish, offering infinite possibilities.

Here, knowledge meets entertainment, art embraces science, sport fuses with technology, all coming together as one.

Ultimately, creating content not by human hunch, but driven by rich data. The goal? To bring the next big thing to our customers, to make their every experience bigger, bolder, better.

In this connected world, the dynamics have converged, allowing us to play, explore, discover and turn visions into ventures.

Delivering record-breaking blockbusters and signature vernacular Asian originals that are most-wanted, most-watched.

So our customers can immerse themselves in an ever-expanding ecosystem of game-changing multitainment.

IT'S THE FUTURE. AND IT COMES FROM WHAT WE IMAGINE NEXT.

QUICK FACTS FY19



Financials

Revenue (RM)

5.5b

PATAMI (RM)

463m

Free Cash Flow (RM)

1.3b

Dividend per share
(sen)

9.0



Households

Penetration

77%

Share of TV
viewership

75%

On Demand
downloads

54m

ARPU (RM)

99.9



Individuals

OTT
registered users

2.4m

Average monthly
unique visitors on
digital brands

8.3m



Radio

Weekly
listenership

16.2m

Average monthly
digital streaming
sessions

14.8m



Adex

Total adex (RM)

687m

Share of TV adex

44%

Share of radex

76%

Share of digital adex
("digidex")

5%



Content

Hours of content
produced

12.6k

Share of all local
movies' GBO
collection

60%



Commerce

Registered customers

1.8m

Revenue (RM)

374m



Sustainability highlights

Training hours

52k

Volunteer hours

16k

Greenhouse gas
emissions

↓ 11%

Water & electricity
consumption

↓ 7%

Astro Malaysia Holdings Berhad is Malaysia's leading content and consumer company

in the TV, OTT, radio, digital and commerce space.

Astro Malaysia Holdings Berhad ("Astro") is Malaysia's leading content and consumer company in the TV, over-the-top ("OTT"), radio, digital and commerce space. The combined strength of our Pay-TV and NJOI, our subscription-free TV service, allows us to serve 23 million individuals in 5.7 million households, or 77% of Malaysian households.

Meanwhile, Astro Radio houses Malaysia's highest rated radio brands across all key languages, available on terrestrial with 16.2 million weekly listeners, and on digital with 14.8 million average monthly streaming sessions.

Astro's digital brands host 8.3 million average monthly unique visitors across multiple entertainment and lifestyle platforms. Our OTT, Astro GO and NJOI Now, cater to individuals' demand to access their preferred content anytime, anywhere, across multiple devices.

Go Shop, our commerce business extends across TV, online and mobile platforms with 1.8 million registered customers in Malaysia and Singapore, curating products to fulfil customers' lifestyle needs.

As the leading movie producer in Malaysia, Astro is committed to raising the standard of local films. Seven of its blockbusters, including *Hantu Kak Limah*, *Paskal* and *Polis Evo 2*, are among Malaysia's top 10 highest grossing local movies of all time.

Astro has won Gold in the Media Networks category at the Putra Brand Awards for nine consecutive years from 2010 to 2018, the Malaysian Marketer of the Year award in 2016, and accolades at the IDC Digital Transformation Awards for Malaysia in 2017 and 2018.

Our foundation, Yayasan Astro Kasih has created award-winning initiatives recognised for its innovative and life-changing impact on the community we serve.

Astro will continue touching lives and shaping the industry landscape through content, entertainment and edutainment.

CORPORATE STRUCTURE

Astro Malaysia Holdings Berhad

▶ TV & RADIO

MEASAT Broadcast Network Systems Sdn Bhd	100%	Malaysia
• Astro Radio Sdn Bhd	100%	Malaysia
» DVR Player.Com Sdn Bhd	100%	Malaysia
• Perfect Excellence Waves Sdn Bhd	100%	Malaysia
• MEASAT Digicast Sdn Bhd	100%	Malaysia
• Maestra Broadcast Sdn Bhd	100%	Malaysia
• MEASAT Radio Communications Sdn Bhd	100%	Malaysia
• Radio Lebuhraya Sdn Bhd	100%	Malaysia
• Capital FM Sdn Bhd	100%	Malaysia
• Yayasan Astro Kasih*	100%	Malaysia
Astro Productions Sdn Bhd	100%	Malaysia
Astro Production Services Sdn Bhd	100%	Malaysia

▶ DIGITAL MEDIA, PUBLICATIONS AND TALENT MANAGEMENT

Astro Digital Sdn Bhd	100%	Malaysia
• Astro Digital 5 Sdn Bhd	100%	Malaysia
• Rocketfuel Entertainment Sdn Bhd	100%	Malaysia
• Nu Ideaktiv Sdn Bhd^	34%	Malaysia
Tribe Network Asia Pacific Limited# (formerly known as Tribe Asia Pacific Limited)	100%	Hong Kong

▶ HOME SHOPPING AND RETAIL

Astro Retail Ventures Sdn Bhd	100%	Malaysia
• Astro GS Shop Sdn Bhd	60%	Malaysia
» Astro GS Shop Singapore Pte Ltd	60%	Singapore
Nusantara Retail Sdn Bhd	100%	Malaysia

▶ CONTENT & MEDIA SALES

Astro Entertainment Sdn Bhd	100%	Malaysia
• Maestro Talent and Management Sdn Bhd	100%	Malaysia
• Astro Arena Sdn Bhd	100%	Malaysia
• Astro Sports Marketing Sdn Bhd	100%	Malaysia
» Asia Sports Ventures Pte Ltd	100%	Singapore
• Astro Awani Network Sdn Bhd	80%	Malaysia
• Red Communications Sdn Bhd	29%	Malaysia
• Turner Astro Limited	20%	Hong Kong
Astro Shaw Sdn Bhd	100%	Malaysia
• Tayangan Unggul Sdn Bhd	100%	Malaysia

▶ MANAGEMENT SHARED SERVICES

Astro Group Services Sdn Bhd	100%	Malaysia
Astro GTS Sdn Bhd (formerly known as MBNS Multimedia Technologies Sdn Bhd)	100%	Malaysia

▶ OTHERS

Astro (Brunei) Sdn Bhd	100%	Malaysia
• Kristal-Astro Sdn Bhd	49%	Brunei
Karya Anggun Sdn Bhd	100%	Malaysia

Notes:

This chart represents Astro's main operating subsidiaries and associated companies under the key business segments as at 16 April 2019

* MEASAT Broadcast Network Systems Sdn Bhd has de facto control over this company

Also registered as a foreign company in Malaysia

^ Astro Digital Sdn Bhd has control over this company based on 51% voting rights over its issued shares

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FTSE4Good

Constituent of FTSE4Good Bursa Malaysia index since December 2013

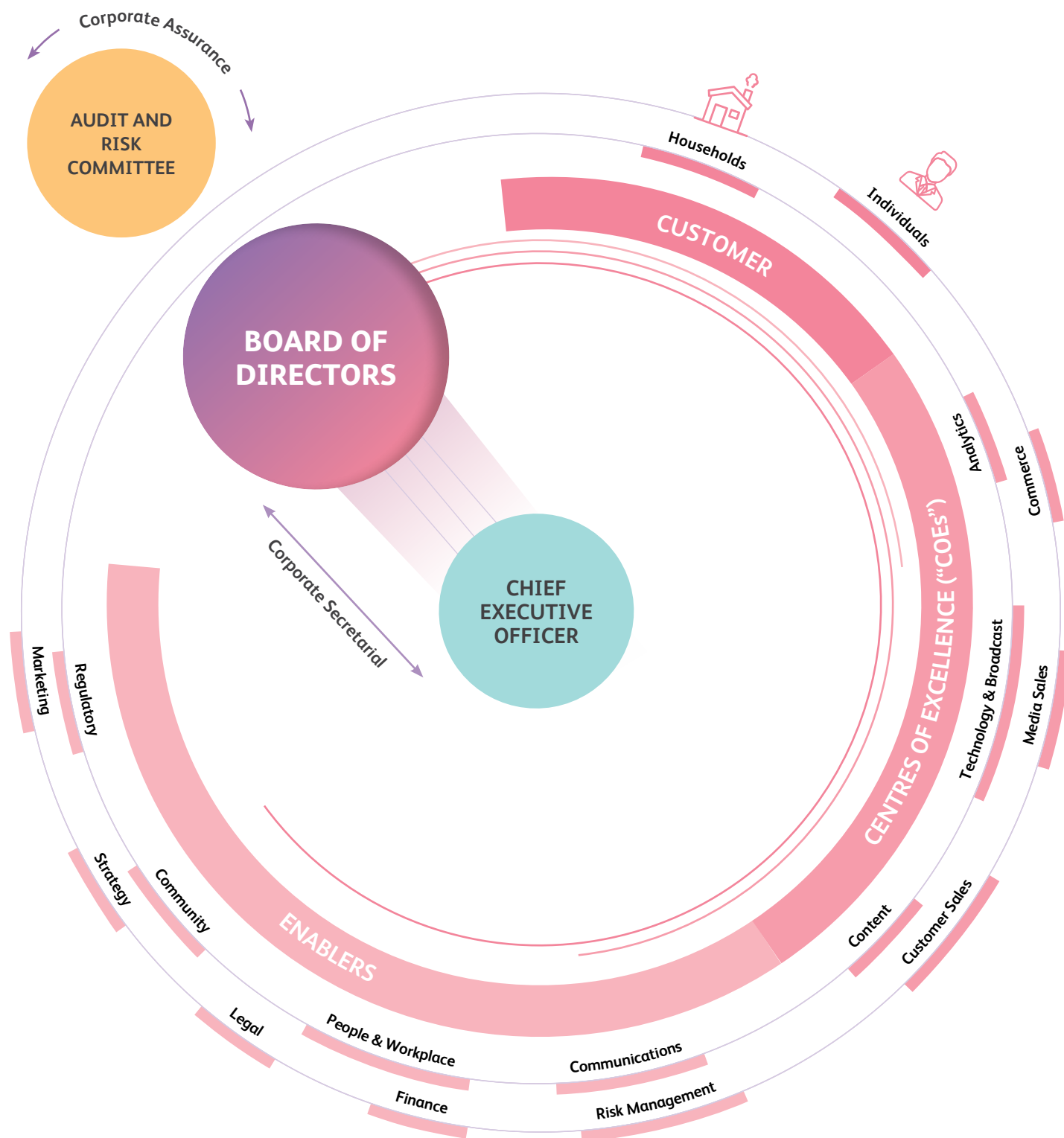
Forward-looking Statements

This report contains forward-looking statements which are based on current estimates and projections of Astro Malaysia Holdings Berhad's ("AMH") 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 Risk Profile on pages 29 to 32 and the Statement on Risk Management and Internal Control on pages 95 to 99. 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.

This Integrated Annual Report is prepared in line with the International Integrated Reporting Framework issued by the International Integrated Reporting Council (IIRC)

Our Integrated Annual Report is accessible on corporate.astro.com.my/ar2019

ORGANISATIONAL STRUCTURE

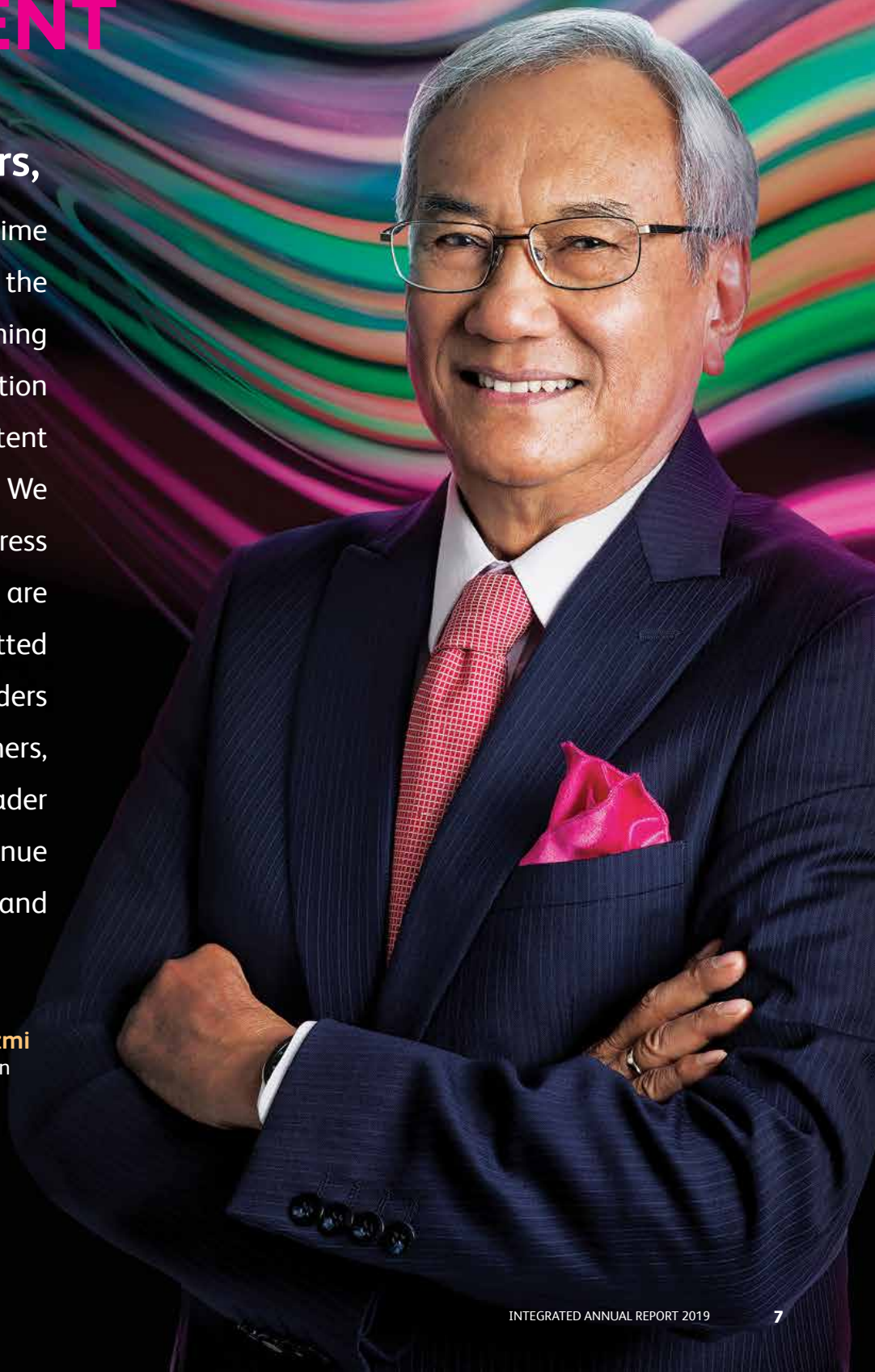


CHAIRMAN'S STATEMENT

Dear Shareholders,

Astro forges ahead at a time of significant shifts within the media industry, strengthening our core business position as Malaysia's No. 1 content and consumer company. We are pleased with the progress made in FY19 and are appreciative of the committed support from our stakeholders including our customers, shareholders and the broader community who continue to be loyally engaged and invested in our business.

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



CHAIRMAN'S STATEMENT

As the shift towards digital distribution accelerates, consumer content consumption patterns continue to evolve, obliging operators to adapt business models and formulate new strategies. To remain a deserving market leader, we continue to execute our strategy of offering premium content, products and services while venturing into innovative new opportunities for long-term sustainability. Backed by the invaluable trust of our customers developed over the last 23 years, our Board and Senior Leadership are embarking on a journey to reimagine our business in this era of revolution while fortifying our value proposition to customers by offering premium entertainment across multiple platforms with targeted personalised experiences drawing upon Astro's growing ecosystem. Our key priorities include reinforcing our presence in Malaysian households, deepening our reach in the individuals' space, and driving adex

and commerce growth, underpinned throughout by our leadership in vernacular content creation and leading multiplatform marketing capabilities.

Commitment to shareholder value

Sustainable long-term shareholder returns and value creation remain top of our priority list. Keeping to our dividend promise, we have once again declared and paid out at least 75% of consolidated profits to shareholders on the back of persistent operational efficiencies, supported by our strong cash generation capabilities. Despite FY19 being a big sporting year for us, our stable operational performance and prudent cost management efforts have enabled us to reward our shareholders with dividends totalling 9.0 sen per share, representing a payout of 101% of PATAMI. Since IPO, we have rewarded our shareholders with dividends totalling over RM3.6 billion.

We look forward to continuing to reward our loyal shareholders with an attractive dividend yield while also exercising financial prudence to enable us to reinvest into our business.

Championing the vibrant local media industry

We remain committed to supporting the development of Malaysia's homegrown media industry, a responsibility we undertake with utmost diligence and pride. Having established close relationships with our 5.7 million households, 16.2 million weekly radio listeners and millions more individuals through our digital offerings and on-ground live events, we are well-positioned to help steer the local content industry and talent development to greater heights.

Dividend per share

FY19	FY18
9.0 sen	12.5 sen

Dividend payout ratio

FY19	FY18
101%	85%

Total dividend declared since IPO

FY19	FY18
RM3.6b	RM3.1b

Direct contribution to GDP

FY19	FY18
RM1.9b	RM2.2b



**Astro's
blockbusters
achieved
commercial
and critical
success in
FY19**



Astro participated in the inaugural Kuala Lumpur Digital Content Anti-Piracy Summit organised by MCMC, Coalition Against Piracy and Asia Video Industry Association to address digital piracy

Through multiple collaborations with local and regional media players, as well as government bodies such as the Malaysian Communications and Multimedia Commission (“MCMC”) and the Ministry of Domestic Trade and Consumer Affairs (“KPDNHEP”), we fully support initiatives aimed at the advancement, innovation and growth of the domestic creative space, including combating content piracy.

In FY19, we commissioned more than RM80 million worth of programmes from local production houses, creating a nurturing environment for on-air and off-air talents to flourish. We are excited to be blazing new trails in the local film industry, having produced three of the top four Malaysian movies this year. 2018 was indeed ground-breaking, as for the first time ever, local movies at the box office grossed over RM100 million. We also collaborated with over 10,500 vendors, and provided creative advertising solutions to over 1,700 corporations and media houses. On a macro level, we contribute to the Malaysian economy both directly, in terms of employment and tax, as well as indirectly

through induced spending. It is estimated that our direct contribution towards Malaysia’s GDP amounted to RM1.9 billion in FY19. We are humbled that our Pay-TV entity MEASAT Broadcast Network Systems (“MBNS”) was awarded the Best Corporate Taxpayer Award 2018, among the 11 presented by the Inland Revenue Board of Malaysia (“LHDN”).

Content piracy remains widespread and is detrimental towards the growth of the local media industry. We continue to work with various stakeholders as well as our content partners to safeguard content IPs and the wellbeing of our talents through holistic anti-piracy initiatives, supported by the adoption of the latest technology. We work closely with the relevant ministries and authorities – including the Ministry of Communications and Multimedia Malaysia (“MCMC”), MCMC, KPDNHEP, Royal Malaysian Police and Royal Malaysian Customs – tirelessly advocating intellectual property (“IP”) protection and actively participating in industry coalitions against piracy at both the local and international level.

Commitment to sound corporate governance practices

Our Board recognises its fiduciary duty and responsibility towards our shareholders and is committed to high standards of corporate governance (“CG”) and international best practices in accordance with the Malaysian Code on Corporate Governance 2017 (“MCCG”) to ensure the long-term sustainability of our Group and protect the interests of all shareholders. Our Board works closely with Astro’s management to drive proactive risk management, governance and compliance strategies to instil accountability among our talents in carrying out the day-to-day operations of our business.

In recognition of our efforts in promoting good CG, I am pleased to report that Astro was named as among the Top 50 ASEAN Public Listed Companies at Minority Shareholder Watchdog Group’s (“MSWG”) 2nd ASEAN CG Award.

CHAIRMAN'S STATEMENT

Our Board views diversity as integral to the Group's culture, crucial for innovation, ideation and efficient problem solving, allowing us to draw upon varying skill sets and perspectives offered by Team Astro. The composition of our Board, comprising members of various backgrounds, competencies, gender and age, reflects our belief about the strategic value of diversity for the long-term growth of our Group. Details on our governance, risk management and compliance policies are provided in the CG Overview of this Integrated Annual Report.

Giving back to the community

The guiding principles of Yayasan Astro Kasih, encompassing Lifelong Learning, Community Development, Sports, and

Environment, remain close to our hearts. It is my pleasure to report that our talents contributed 16,369 hours for 175 initiatives in FY19 under our Astro Kasih employee volunteer programme in the belief that each individual in their own special way can enrich and inspire the community to create a better tomorrow.

As part of our effort to promote lifelong learning and equal opportunity for education, to date we have extended our Astro Kampus programme to over 10,000 schools in Malaysia, 75 paediatric and oncology wards, Schools in Hospitals and military hospitals, providing children with access to education regardless of their background and varying life circumstances. Through our partnership with the Ministry

of Education, our Astro Kasih Hostels located in the remote areas of Kota Marudu and Ranau in Sabah, and Kapit in Sarawak continue to benefit students from SK Magandai, SK Malinsau and SK Sg. Paku by providing lodging facilities proximate to their schools, saving precious travel time which is instead reallocated to studying. Consequently, we are delighted that SK Magandai and SK Sg. Paku have recorded an improvement in their overall passing rates, while for the first time ever, three students from SK Malinsau achieved a perfect score of 6As in the 2018 UPSR examination.

Regionally, we are pleased to continue our mentoring programme in partnership with WEDU to empower young women from



Chairman of Astro Tun Dato' Seri Zaki bin Tun Azmi and Chairman of Maxis Raja Tan Sri Arshad bin Raja Tun Uda presented a contribution to Tabung Bencana Gempa Bumi & Tsunami Sulawesi for the rebuilding of schools and communities to Prime Minister YAB Tun Dr. Mahathir bin Mohamad



We identify, train and develop young badminton talents under our Astro Kem Badminton programme

marginalised communities across Asia. During the six-month programme, eight participants from Cambodia, the Philippines and Vietnam were coached and mentored by our talents to help equip them with skill sets and guidance to pursue their life goals.

Sports is a universal language that promotes social inclusion, fosters cross-cultural integration and brings people together. In FY19, we progressed further with our annual Astro Kem Badminton and Astro Kem Bola programmes to identify, train and develop talented children who are passionate about badminton and football to achieve their dreams of becoming young national athletes. In partnership with the Badminton Association of Malaysia ("BAM"), our Kem Badminton has scaled from being a training-based programme to holding tournaments at national and

regional levels through the Astro Junior Championship. In FY19, 3,479 children turned up for selection camps nationwide with 29 outstanding participants ultimately selected for a two-week overseas training programme in Tokyo, supervised by Japan's national junior coaches.

Football is the most popular sport among Malaysians, and Astro being the home of football for all Malaysians is privileged to shape and nurture the local football scene. Our Kem Bola programme has received tremendous support over the years from the community with over 17,000 sign-ups since 2012. In FY19, 2,222 children enrolled in the programme with 32 finalists successfully completing a 10-day training at FC Barcelona's prestigious youth academy in Spain.

Kem Badminton total participants

FY18	FY19
2,787	3,479

Kem Bola total participants

FY18	FY19
2,065	2,222

CHAIRMAN'S STATEMENT



Astro Kem Bola participants during training at FC Barcelona's youth academy in Spain

Looking ahead

Success comes from creating and finding opportunities within seemingly complex problems. As we journey through today's highly fragmented business landscape, we will draw upon our customer base and reach while refreshing our value proposition to fortify our business through continuous innovation. We will refocus our resources into our growth drivers, guided always by our established governance and risk management framework to safeguard our assets and address the interests of all stakeholders.

In appreciation

On behalf of the Board, I would like to express my sincere appreciation to MCM, MCMC and other government authorities including industry players for their shared vision and commitment in promoting and nurturing Malaysia's promising media

industry. We look forward to greater collaboration with all parties, especially in our battle against piracy which poses the single largest threat in the industry's goal of developing a vibrant export market for local production.

To our valued stakeholders – customers, shareholders, business partners and vendors, thank you for your resolute support throughout the years.

To my fellow Directors, thank you for your unwavering support and invaluable guidance. To our new Directors – Tunku Alizakri Raja Muhammad Alias, Mazita Mokty and Vernon Das, welcome on board. I look forward to us working together and leveraging each other's expertise towards greater success. I would especially like to extend our deepest gratitude to Dato' Rohana Rozhan for her tireless dedication

and inspiring leadership that has propelled Astro forward, most prominently in her role helming the Group over the last eight years, as well as to those who have opted for our employee separation scheme ("ESS") or who have left us over the last year to pursue other opportunities. Your contributions are greatly treasured, and I wish you all the best in your future endeavours.

Last but not least, thank you Team Astro for your dedication and commitment towards ensuring service excellence for our customers and stakeholders alike. Your sheer determination and tenacity in delivering your best underpins our resilience and strength in these exciting times.

Tun Dato' Seri Zaki bin Tun Azmi

On behalf of the Board of Directors

CEO'S STATEMENT

Dear Shareholders,

In a borderless and digital world, competition is increasingly relentless. In FY19, we initiated a strategic review of our business to reappraise our key imperatives, organisational structure and operations to remain efficient, agile and focused.

Henry Tan Poh Hock
Chief Executive Officer



CEO'S STATEMENT

Today, consumers live in an era of abundant choices. As a leading content and consumer company that serves a rich and diverse group of multiethnic, multicultural and multilingual customers, it is essential for us to have our finger on the pulse of each segment and trend. Only then can we maintain and grow our relevance among consumers.

Having entertained Malaysia for well over two decades, we have shared much laughter, and many a tear and cheer with the nation. Our strength remains our reach of 5.7 million Malaysian homes serving 23 million individuals, 16.2 million weekly listeners on radio, 8.3 million average monthly unique visitors on our digital brands, and over 1.8 million registered customers on Go Shop, our commerce platform. Our focus in FY20 is to strengthen our core Pay-TV and NJOI businesses with our key priorities being customers, content and customer experience. A differentiated content offering of our own vernacular IPs, Asian originals and live sports underpins Astro's ability to engage and persuade on

television, radio and digital platforms. In this new world, we recognise that customer experience is a key differentiator, which is why it remains a priority that will help us navigate the changing landscape more effectively.

Resilient financial results and prudent capital management

FY19 was a major sporting year featuring the 2018 FIFA World Cup, which resulted in higher content costs. Despite this and foreign exchange headwinds, our financials remained resilient. Revenue was RM5.5 billion, marginally down from the previous year, and PATAMI was RM463 million, down 40%. Our performance was underpinned by revenue diversification efforts alongside disciplined cost management initiatives across the entire business. Our business remains highly cash generative with free cash flow ("FCF") of RM1.3 billion, backed by sound capital management decisions.

We retain flexibility in funding options by constantly assessing market alternatives

to ensure an optimal capital structure. In FY19, we drew down on a new term loan facility of RM380 million to enhance our existing funding pool while simultaneously prepaying RM629 million of our existing term loan. In combination with FCF, these funding sources were used to fund capital expenditure ("Capex") and provide a return to shareholders. Capex amounted to RM386 million in FY19, invested mainly in the enhancement of technology stacks and deployment of connected Set-Top Boxes ("STBs") with On Demand ("OD") and Personal Video Recorder ("PVR") functionalities to deepen customer engagement. At the end of FY19, our cash position stood at RM632 million, with our net debt/EBITDA level steady at 1.8 times.

In line with our dividend policy of 75% payout of consolidated profits, in FY19 we rewarded shareholders with 9.0 sen of dividends per share, translating to 101% of profits and a yield of 5.4%. We remain committed to our dividend promise, even as we reinvest into our core and adjacent businesses.

astro & broadband



Enhancing our customer value proposition through content and broadband bundles



Our On Demand content library caters to the shift in consumer viewing habits towards non-linear and OTT platforms

Market landscape

Broadband scene in Malaysia

Through the new National Fiberisation and Connectivity Plan (“NFCP”), the government aims to achieve 98% broadband penetration of populated areas with an average speed of 30Mbps by 2023. The aspiration is to halve broadband prices and double the speed to benefit consumers. The mandatory standard access pricing (“MSAP”) under the NFCP unlocks opportunities for more players to be part of the broadband value chain and provides consumers more varied and affordable broadband options. Liberalisation of the broadband sector opens new avenues for Astro to leverage our differentiated content for a compelling bundling solution for customers.

Cheaper and faster broadband will accelerate the shift in how consumers discover, access and consume content. Today, the average Malaysian consumes around 24 hours of video streaming a week on mobile phones, tablets, laptops and desktops. With mobile broadband penetration at 110%, the smartphone

is the default medium for short-form media consumption on-the-go, while larger screens are mainly for longer-form content. Providing a seamless viewing experience across devices at home and on-the-go is increasingly a key differentiator. Astro’s upcoming technology platform upgrade aims to address this by providing content mobility and portability, unified recommendations and consistent look and feel across STBs and smaller screens.

Acceleration of broadband connectivity will further fuel borderless competition. Global technology giants act as utilities or aggregators, leveraging their extensive ecosystems and more recently, content, to lock consumers’ engagement across different touchpoints. Major media heavyweights are also starting to vie for eyeballs with their own direct-to-consumer OTT plays. To this end, Astro will continue to prioritise vernacular content creation to drive engagement; form partnerships and alliances with local, regional and global value-enhancing partners in the areas of content, broadband bundling and customer

rewards initiatives; and strengthen our customer value proposition amid the industry upheaval.

While we welcome healthy and legal competition, piracy remains the biggest scourge of the industry. Asia Pacific accounts for 44% of the worldwide Android STB market, the highest of any region in the world. Malaysia accounts for the second largest share of content piracy in Southeast Asia, after the Philippines. In 2017, the Malaysian economy lost an estimated RM2.3 billion in revenue and induced spending, RM330 million in tax and over 3,300 jobs as a result of piracy. We applaud MCMC for joining forces with the Asia Video Industry Association (AVIA) and Coalition Against Piracy (CAP) to raise awareness on the damaging impact of digital piracy. We understand that MCMC is now looking to set up an agency to streamline multiple government agencies and industry players to tackle content piracy more effectively. Astro supports these initiatives.

CEO'S STATEMENT

Malaysia's vibrant digital economy and opportunities ahead

As Malaysia becomes a digital nation, the Malaysia Digital Economy Corporation ("MDEC") projects the digital economy to contribute to 20% of the country's GDP by 2020, from 18.2% in 2016.

A key component of a digital economy is online video streaming. The Malaysian online video subscription and advertising market was valued at USD87.7 million in 2018, but is expected to grow by a CAGR of 21% over the next five years. Meanwhile, digital advertising, the fastest growing segment within the advertising market locally, is expected to account for 33% of total advertising revenues by 2023, up from 19% in 2018.

E-commerce is also an important segment within Malaysia's digital economy. With 98% of Malaysian online users owning a smartphone and spending an average of 3.6 hours daily on mobile devices, it is not surprising to find over half of them shopping online through their phones. It is estimated that 60% research their potential purchases on social media prior to buying, ramping up social commerce. E-commerce contribution to GDP has more than doubled to RM86 billion in 2017 from 2010, recording an impressive CAGR of 13%. Through the implementation of the National E-Commerce Strategic Plan, the government aims to increase this to RM211 billion by 2020.

Capitalising on the growth momentum, we are driving initiatives to expand our footprint in the OTT video, digital advertising and e-commerce spaces.

Investor sentiment

Worldwide, a value disconnect exists between media incumbents and disruptors, with capital markets applying differing valuation standards. Investors value stable cash-generating companies based on FCFs but yet, simultaneously, display little concern over the cash-generating capabilities of digital-first corporations.

In recent months we have seen markets being more sensible in valuing these digital-first companies, and their stock prices have since moderated. This may be attributed to cooling growth projections within the climate of slowing global growth, trade wars and political uncertainties; higher compliance costs arising from stricter scrutiny by regulators worldwide on anti-competitive behaviour and possible misuse of data; and increasing cost structures to comply with local regulations as governments contemplate taxes and other policies based on a digital, rather than physical, footprint. We see this as a potential catalyst to narrow the valuation disconnect. Meanwhile, we will seek to capture new value, predicated on our customer relationships, brand trust, and growing data and analytics capabilities by positioning ourselves as the leading

premium content creator and integrated marketing platform in Malaysia.

FY19 Key Highlights

In FY19, we continued to expand our reach across households, individuals, commerce and advertising spaces by enriching our content and customer experience.

Customer and Experience

Winning over households and individuals

The strength of our combined Pay-TV and NJOI segments has allowed us to increase our household penetration rate to 77%. Our NJOI segment continues to grow, driven by higher prepaid buys across more purchase touchpoints. Our NJOI customers have free access to 30 TV channels, including free-to-air channels and three Go Shop channels, increasing both our commerce and advertising reach. Additionally, customers have the option to purchase skinny bundles, à la carte channel offerings and event passes on a prepaid mechanism, as we acclimatise customers to consume premium content and gear them towards an upsell pathway onto our Pay-TV platform.

In FY19, Pay-TV ARPU was stable at RM99.9 with new customers' incoming ARPU growing by 4% to RM70.6. We surpassed the 1 million mark in the number of Pay-TV connected boxes, showing a 25% year-on-year growth, and driving OD downloads up by 135% to 54 million videos in a year. By connecting to WiFi, our connected customers have access to over 25,000 hours of content within our OD library that includes curated titles, box sets and premium titles, with algorithms tailoring recommendations based on viewing habits.

Our OTT, Astro GO and NJOI Now, complement our current big screen offerings, championing Astro as a 'TV Everywhere' proposition. As we continued to entertain our customers with high quality live streaming and OD content, the customised recommendation engine propelled growth of our Astro GO registered user base by 32% to 2.2 million.



Go Shop offers a multiplatform shopping experience through its website and mobile app

A strategic business review conducted towards the end of 2018 highlighted how the appetite to pay for digital services in ASEAN remains small. As a result, we ceased operations of Tribe, our regional OTT, and Tamago, our live streaming service in favour of reinvesting in our core businesses.

Solidifying commerce penetration

Alongside our three dedicated 24-hour channels in Malay and Mandarin, in FY19 Go Shop introduced programming in English, Hokkien, Cantonese and Tamil, targeting promising new customer segments. Its multiplatform reach via TV, radio and digital that leveraged Astro's production capabilities and talents drove growth in revenue and registered customers of 29% to RM374 million, and 38% to 1.8 million respectively.

Pivoting adex for the digital age

Malaysians enjoyed a tax holiday window between June and August 2018 as the tax regime reverted to SST from GST. This resulted in a contraction of Malaysia's advertising industry by 2% in FY19 as advertisers held back on marketing spends, given the natural demand emerging from consumers during this period. As a major player in the advertising industry, we were affected, with our TV and radex declining by 5% and 10% respectively in FY19. Our digidex grew 43%, outperforming the industry average of 20% as we ramped up our adex push across our growing digital brands.

Entertaining and delighting our fans with great content across 11 leading radio brands has enabled us to retain our position as the No. 1 radio network in Malaysia across all major languages with a radex market share of 76%, up three percentage points. Our overall radio footprint has grown as 16.2 million people listen to us weekly on terrestrial radio alongside 14.8 million average monthly digital streams. While our strong terrestrial radio presence remains essential to our multiplatform advertising proposition, our radio brands are transitioning to establish meaningful

connections with younger digital natives through fan engagement sessions on video, web and social media platforms.

Content: Our key differentiator

In FY19 we commissioned and produced over 12,600 hours of content, bolstering our position as Malaysia's leading premium content creator with an emphasis on local vernacular IPs. We monetised our content through adex, commerce, on-ground events, merchandising and global licensing. Several Astro IPs were licensed worldwide on Netflix for the first time, including our movies *Hantu Kak Limah* and *Paskal*, as well as *Demon's Path*, our first Hong Kong original mini-series which was also licensed to Celestial.

Our signature local content underpins the growth in our overall viewership share across both linear and non-linear mediums of OD and OTT. TV viewership share remained resilient at 75%, even as non-linear viewing

among customers accelerated through OD downloads and the growing base of registered OTT users. With the growing popularity of local and regional content, we are rebalancing content investments into these areas while we continue to aggregate the best of sports, live and international content. Over the medium term, we envisage a more equal split between local/regional and international/sports content spend.

Based on our TV viewership share data, Astro customers watched twice as much vernacular content versus other content. This is also important to our adex proposition which is premised on steady viewership numbers and gives confidence to our clients to continue prioritising spends on Astro's multiplatform offering. Our signature local IPs and Astro-branded channels garnered consistently high viewership and they accounted for up to 70% of our TV adex.



Hantu Kak Limah sets a new GBO benchmark for local movies, beating Hollywood blockbusters

CEO'S STATEMENT

Local productions rivalling Hollywood's biggest franchises

Three of our movies broke local box office records, setting new benchmarks both for ourselves and the Malaysian film industry. Released in the second half of the year, *Hantu Kak Limah* and *Paskal* beat major Hollywood blockbusters and grossed in excess of RM30 million each in the local box office. *Polis Evo 2*, our action movie in collaboration with Emtek, Indonesia's top FTA, likewise garnered over RM20 million. Collectively, our six releases led local movies' GBO collection with over RM100 million, capturing over 60% market share.

Local is the new premium

Our signature local offerings span genres from live shows, such as *Maharaja Lawak Mega 2018*, *Gegar Vaganza (Season 5)* and *Astro Classic Golden Melody*, to news programmes on Astro AWANI and *Evening Edition*, and highly anticipated dramas such as *Rahsia Hati Perempuan* and *Tak Ada*

Cinta Sepertimu, which have captured the hearts of many customers over the years. On the regional front, our local Hokkien entertainment offering *Hua Hee Champion* is exported to Singapore and Taiwan while *Evening Edition* continues to be the No. 1 Mandarin news programme locally for the fourth consecutive year.

We deepened capabilities to serve vernacular online offerings to digital natives. Our short-form content garnered over 1.9 billion minutes watched on our digital brands including Gempak, Ulagam and Xuan. Meanwhile, Astro AWANI was named the 'Most Trusted Malaysian News Source' in the Reuters Institute Digital News Report 2018.

Addressing the young

Our signature kids animation IP, *Didi & Friends* set new records this year, logging more than 1.4 billion YouTube views online. It also became our first kids IP to reach 100,000 YouTube subscribers in Indonesia, and was dubbed into multiple languages,

catering to a global fan base. *Didi & Friends* joins our other key kids animation IPs such as *Cam & Leon*, a comedy series, and *Omar & Hana*, a faith-inspired singalong, which are popular locally and overseas.

To further enrich our kids animation IPs, we entered into a partnership with Les' Copaque to market and distribute *Upin & Ipin*, and with SmartStudy to bring popular characters *Pinkfong* and *Baby Shark* to Malaysia.

Major sporting year

2018 was our biggest sporting year yet with live coverage of the 2018 FIFA World Cup, Winter Olympics, Commonwealth Games and Asian Games. As the home of sports, we brought all 64 World Cup matches live in HD to all sports fans. The World Cup saw 11.6 million and 1.0 million unique viewers on TV and OTT respectively, with 120,000 World Cup passes sold. For the first time ever, we extended our sports proposition to all Malaysians, enabling them to stream



Our signature vernacular content continues to resonate with audiences on all platforms



The Kuala Lumpur Major, an eSports tournament co-organised by eGG Network attracted thousands of Dota 2 fans

by purchasing a World Cup pass via our NJOI Now OTT. Football fans also rejoiced to hear we secured exclusive rights to the Premier League up to the end of the 2021/22 season.

The rise of eSports

Astro has championed eSports since 2016 as a means of engaging gaming millennials. eGG Network, our dedicated eSports channel, is now present in eight countries, the latest being Indonesia. We chalked up another first this year as we co-hosted the inaugural *Dota 2* tournament in Malaysia, The Kuala Lumpur Major. Featuring over 100 professional gamers from around the world, the event was a huge success, with over 7,500 tickets sold and was the seventh most watched eSports tournament globally in 2018.

Looking ahead: FY20

Amid the revolution happening within the content and connectivity spaces, we see

attractive opportunities emerging. FY20 will see us refocusing on our core business and leveraging our key assets, strengths and differentiators to solidify our position as Malaysia's leading content and consumer company.

We will adopt a two-pronged approach, with our Astro branded Pay-TV serving a compelling bouquet of premium content for customers while NJOI will be positioned as a recruitment brand for us to expand our reach across the remaining households in Malaysia. We will continue to protect the premium Pay-TV segment while we grow and monetise NJOI by featuring a freemium proposition with à la carte, skinny bundles, sachets and event passes, with NJOI acting as a gateway for customers to full-fledged Pay-TV offerings. Our valuable customer reach, alongside key enablers of data and talent, facilitates revenue diversification efforts by allowing us to expand beyond content to broadband, commerce, and adex.

Redefining our premium Pay-TV proposition

Enhancing customer experience

As customer experience becomes an increasingly important differentiator, we will continue to adopt emerging technologies to push for better customer experience. We intend to deploy cloud technology to deliver seamless viewing experiences to individuals across TV, OD and Astro GO, while also refreshing our user interface and experience ("UI and UX") across the board. Initially slated for FY19, the launch of this new platform was deferred to FY20 as a result of extended negotiations for better commercial terms with technology providers.

Also planned is the commercial launch of 4K-Ultra High Definition ("UHD") service, following the introduction of the first 4K-UHD broadcast of Premier League matches at selected commercial establishments in FY19.

CEO'S STATEMENT

Elevating customer service

We are undertaking multiple initiatives to holistically enhance customer care and satisfaction, with a focus on improving service levels and ensuring a seamless and hassle-free customer journey throughout their engagement with Astro. This initiative will encapsulate all customer touchpoints across physical, voice and digital engagements, allowing us to sharpen our competitive edge through better service.

A key initiative in FY20 is the introduction of our Astro Rewards loyalty programme. Through Astro Rewards, our Pay-TV customers will enjoy a host of exclusive

privileges, ranging from special discounts, access to lifestyle engagements, off-screen experiences and other benefits negotiated exclusively for them in mind. Our ability to reach, persuade and promote puts us in a unique position to take on an intermediary role between our partners and customers to achieve a win-win proposition, providing partners access in return for preferential value and benefits for our customers. Key for us is to find a winning model that works for our business and customer base, one that is differentiated versus other reward programmes in the market.

Refreshing content

We will continue to create, curate and deliver a rich variety of compelling content formats to serve all segments in a very diverse Malaysia across multiple genres, including sports, movies, news and documentaries. This will be driven increasingly by Astro's own vernacular offerings, where we will place a special focus on Malay content to serve the largest and fastest growing demographic segment in Malaysia, and Nusantara content to address the regional Malay-speaking diaspora. Efforts to export our content verticals, especially kids, Islamic, eSports, and horror will also accelerate.

Building on the success of our theatrical and original IPs in FY19, we intend to further enrich our content offering through partnerships with regional and global OTT players. On digital, we will strengthen our vernacular proposition, supported by our strong content library, reaching younger audiences through savvy use of social media and digital brands to amplify awareness of our content IPs among fans.

Seizing the broadband opportunity

The liberalisation of the broadband sector arising from the change in government regulations and policies provides an opportunity for Astro to leverage our nationwide reach to integrate with the connectivity space. As a content provider, we are platform agnostic and open to partnering with any telco, whether through fixed or mobile broadband to deliver our content and services to customers. Broadband allows us to accelerate the rollout of our connected boxes into households to drive the non-linear, OD consumption that we champion. Indeed, the bundling of content with broadband has proven to be a successful strategy within developed markets, given how the two complement each other.

Short-form content on Gempak is well-received by digital natives



4K UHD

The beautiful game,
now Ultra beautiful.



We brought the first 4K-UHD broadcast of Premier League matches for sports fans in Malaysia

To date, we have established a new partnership with a subsidiary of Tenaga Nasional Berhad ("TNB"), alongside our existing IPTV relationships with Maxis and TIME. While we continue to pursue value-adding partnerships to expand our footprint as a broadband reseller, we are also exploring a more comprehensive long-term plan to strategically venture into the broadband space.

Growing commerce

In FY20, we will continue to grow Go Shop through a multiplatform and multilingual approach by thoughtfully curating products for the needs of our diverse clientele. In line with the diversification of our product portfolios, we will experiment with new content formats via multiple touchpoints and pursue collaborative partnerships to strengthen Go Shop's brand proposition. Underpinning our positive commerce trajectory is Astro's expanding ecosystem, growing capabilities in data and analytics, and core strength in on-screen talent and content production.

Reshaping advertising through a data driven marketing network

On one hand, digital media allows companies access to rich pools of monetisable data and analytics for better decision-making in both the business and marketing spheres. Our digitalisation efforts over the past few years have given us better understanding of our online audience, enabling our push into the digidex space.

On the other hand, there is no denying that TV is still the most powerful medium to persuade. However, the way it is researched, measured and reported leaves much to be desired. We are exploring how to infuse the 'intelligence' of digital analytics with TV's unparalleled 'emotional' persuasive power. Combining these two powerful levers would enable us to create a truly impactful multiplatform advertising experience that moves beyond airtime sales and provides comprehensive solution-oriented offerings to clients.

Our market share across the TV, radio, digital and OTT spaces leaves us well-positioned to be the most efficient and effective marketing platform in the country, enabling our adex partners to tap into niche markets and yield positive conversions.

Leveraging our upcoming technology upgrade, we are looking to introduce a new addressable advertising solution in the second half of FY20, which will allow different advertisements to be simultaneously served to segmentally distinct individuals watching the same type of content.

Nurturing talent

We are proud that Team Astro is as diverse as our nation, underpinning our ability to serve all communities. I would like to thank Team Astro for their commitment and dedication in serving Malaysians.

CEO'S STATEMENT



Serving communities through our key pillars of Lifelong Learning, Community Development, Sports, and Environment

Arising from the need for a leaner organisational structure to enable fast decision-making and nimble execution, we initiated an ESS exercise towards the end of FY19. Around 10% of our talents took up the ESS, trimming our talent base to over 4,600 upon completion of the ESS in February 2019.

As we streamline our workforce for agility and efficiency, we are simultaneously deploying strategic hires to new focus areas including broadband, data analytics, digital and cloud computing. Internal transfers are highly encouraged, and we provide learning, upskilling and reskilling opportunities to cultivate a diverse and fit-for-purpose talent base ready to execute our FY20 strategies.

Emphasis on sustainability

The sustainability of our business hinges on our ability to coexist with, complement and contribute to the community at large, anchored by the four identified key pillars of Lifelong Learning, Community

Development, Sports, and Environment. As we continue to champion impactful programmes including the Astro Kasih Hostels, Kampus Astro and Astro Kem Badminton, I am proud that Team Astro remains committed, and contributed to such initiatives. Meanwhile, our environmental initiatives include the installation of solar panels on the rooftop of our headquarters to promote the use of renewable energy.

On the content front, our Astro Tutor TV channels air content tailored to mirror the current school syllabus. We provide this service to students across Malaysia through our Pay-TV, NJOI and OTT platforms for free. Given our focus on vernacular content creation, we emphasise sourcing of local talent, providing opportunities for them to develop and flourish. On the commerce front, through Go Shop, we feature and promote local products sourced from SMEs to boost demand for domestic goods and spark a positive multiplier effect throughout the local value chain.

In Closing

By activating our substantial customer base and sustaining our leadership in vernacular content, we aspire to be the preferred provider for entertainment, commerce and connectivity. We are committed to elevating customer experience and service, enabled by technology, analytics and our talents. Partnerships will be key as we look for more efficient, mutually beneficial means of collaboration.

On behalf of Team Astro, I would like to record my appreciation to Dato' Rohana Rozhan for her leadership over the last eight years. Thank you to all of Astro's stakeholders – our shareholders and regulators, our business partners, suppliers and community, and foremost to our customers for your continuing support and belief in us. It is you who motivate us to reimagine the possibilities.

Henry Tan

On behalf of Team Astro

SUSTAINABILITY

At Astro, we embrace our role to deliver long-term value creation for shareholders, care for the well-being of our talent, empower local communities, minimise environmental impact through conscientious use of resources, and address the interests of our stakeholders at large towards achieving business sustainability.

Scope

The scope of our sustainability disclosures, which remains unchanged compared to the previous year, encompasses all business entities under the control of our Group. Unless otherwise stated, these disclosures cover the reporting period consistent with our financial year from 1 February 2018 to 31 January 2019. The sustainability-related information is disclosed in accordance with the Main Market Listing Requirements ("MMLR"). Where possible, we report on indicators according to the Global Reporting Initiative ("GRI") G4 Sustainability Reporting Guidelines, Bursa Malaysia's Sustainability Reporting Guide and Task Force on Climate-related Financial Disclosures ("TCFD"), guided by the United Nations Sustainable Development Goals ("SDGs").

Process

In an ongoing effort to manage our economic, environmental and social ("EES") impact, we actively engage with our stakeholders throughout the year to identify matters that are important to our business and stakeholders. This has allowed us to prioritise and reaffirm our material matters, enabling us to better manage our EES risks and opportunities.

Governance and Management

Our Board is the highest governing body of our sustainability journey, overseeing our sustainability agenda. Our key material matters are addressed through the seven Strategic Pillars of Astro comprising Content, Customer, Experience, Digitalisation, Talent, Community, and Environment.

 *Refer to pages 33 to 37, Our Value Creation*

Established policies and systems are underpinned by our strong governance framework.

 *Refer to pages 71 to 83, Corporate Governance Overview*

Senior Leadership aligns business approaches through these Strategic Pillars, communicating them across to individual business units and talents who are empowered to execute the strategies in a collaborative manner.

 *Refer to pages 100 to 145, Strategic Pillars*



FTSE4Good

Constituent of FTSE4Good Bursa Malaysia index since December 2013

STAKEHOLDER ENGAGEMENT

Effective stakeholder engagement is essential in ensuring that Astro remains sustainable into the future within the EES landscape. We engage with key internal and external stakeholders on an ongoing basis to obtain feedback as to how we can better align our business practices to address key stakeholders' areas of interest.

Stakeholders	Engagement	Areas of Interest	Addressed by Material Matters		
 Customers <i>Refer to pages 110 to 117, Customer</i>	- Websites and digital platforms - Customer service and contact centres - On-ground engagement and events - Rewards and privileges programme - Customer satisfaction index - Return path data from connected STBs - Data aggregated from multiple touchpoints across our OTT, commerce and digital brands	- Product offerings and service quality - Price competitiveness of offerings - Customer service	MM1	MM2	MM3
 Talents <i>Refer to pages 130 to 135, Talent</i>	- Sustainable engagement index - On-boarding programmes - Company intranet - Employee engagement initiatives - Townhalls - Surveys and feedback - Continuous learning, education and training programmes	- Remuneration structure - Employee benefits and welfare - Learning and development - Health and safety procedures at work - Opportunity to contribute via community engagements and sustainability programmes	MM3	MM6	MM7
 Shareholders & the investment community <i>Refer to pages 54 to 55, Investor Relations</i>	- Annual General Meeting ("AGM") - Annual Report - Investor and Analyst Day - Quarterly earnings calls - Financial results - Conferences and roadshows - Regular meetings and teleconference calls - Corporate website	- Sustainability of business amid disruption in the media landscape and threat of piracy - Returns to shareholders - Sustainable business practices paying heed to Talent, Community, and Environment	MM4	MM5	MM7
 Regulators & government authorities	- Policies - Regulatory compliance training - Regular dialogue	- Direct and indirect contribution to the local economy - Nurturing growth of the local media industry - Job opportunities for the local community - Labour rights and welfare - Compliance to laws, rules and regulations	MM1	MM5	MM6
 Suppliers & business partners	- Vendor registration process - Vendor selection process - Vendor assessment	- Ethical business practices - Transparent tender process - Prompt payments	MM1	MM3	MM5
 Community <i>Refer to pages 138 to 141, Community</i>	- Astro Kem Badminton & Astro Junior Championship - Astro Kem Bola - Astro Scholarship Awards - Astro-WEDU Mentoring Programme - Astro Kasih - Kampus Astro - Astro Kasih Hostels	- Sustainable business practices paying heed to Talent, Community, and Environment - Direct and indirect contribution to the local economy	MM6	MM7	MM8
 Media	- Press releases & conferences - Media interviews - Thought leadership talks - Online and offline media campaigns	- Product offerings - Business performance - Direct and indirect contribution to the local economy - Sustainable business practices paying heed to Talent, Community, and Environment	MM1	MM2	MM4
				MM5	MM7

MATERIAL MATTERS



Step 1: Identify

- Stakeholder engagement
- Review of market landscape
- Peer benchmarking
- Feedback from daily business operations
- Survey of consumer preferences



Step 2: Prioritise

- Assess the importance, likelihood and impact to internal and external stakeholders
- Senior Leadership meetings
- Reaffirm EES material matters



Step 3: Monitor and report

- Align material matters with our Group Key Risk Profile to facilitate regular assessment, monitoring and reporting of key business risks and mitigation strategies
- Embed material matters into our Strategic Pillars to drive value creation

Material matters identified	Why is it important to us?	FY19 Goals and Report Card	Goals in FY20	Key Risk Profile	Strategic Pillars
Content (creation, aggregation, distribution, monetisation) MM1	Content is our key differentiator. Our focus is on being a responsible content provider with a comprehensive content slate that addresses the demands of our customers	Invest in original IPs for Malaysia and the region • Produced 12,600 hours of content, up by 5% year-on-year • 45 content achieved over 1 million TV viewership • Licensed 15 channels and distributed thousands of content hours overseas • Our six movie releases achieved over 60% share of local movies' GBO collection, grossing over RM100 million • Broadcast key sporting events including 2018 FIFA World Cup with record viewership • eGG Network, our eSports platform co-organised the 2018 KL Major, the first large-scale Dota 2 tournament in Malaysia • AWANI was named the 'Most Trusted Malaysian News Source' in the Reuters Institute Digital News Report 2018	• Sustain leadership as No. 1 premium content creator in Malaysia • Invest in original IPs for Malaysia and the region • Grow comprehensive content slate with focus on vernacular, live sports and regional offerings • Develop partnerships with OTT players • Extend 360° content experience	R1 R2 R3 R6	
Refer to pages 102 to 107, Content					
Customer reach & experience MM2	Our customers come first, and we seek to entertain, engage and empower them to lead the lifestyle they aspire to live	Sustain market leadership as Malaysia's leading content and consumer brand by expanding our reach across households and individuals • Grew TV household penetration to 77%, sustained TV viewership share at 75% and maintained ARPU at RM99.9 • Increased number of connected STBs by 25% to 1.0 million and OD downloads by 135% to 53.7 million • Extended individual reach through Astro GO as registered users increased 32% to 2.2 million, and digital brands as average monthly unique visitors rose 20% to 8.3 million • Overall radio audience increased – while terrestrial listenership dropped 2% to 16.2 million weekly listenership, our digital footprint increased by 53% to 14.8 million average monthly digital streaming sessions • 2018 FIFA World Cup saw 11.6 million unique viewers on TV and 1.7 million unique viewers on OTT, with 120,000 World Cup Passes sold, up 18% compared to 2014 • Ceased operations of Tribe and Tamago as part of our strategic business review	• Sustain market leadership as Malaysia's leading content and consumer brand by expanding reach across households and individuals • Push premium user experience through technological upgrades for seamless experience across devices • Increase OD downloads on STBs and OTT • Improve customer service across all touchpoints • Offer exclusive rewards and privileges to our customers through Astro Rewards	R1 R2 R4	
Refer to pages 110 to 121, Customer and Experience					

MATERIAL MATTERS

Strategic Pillars

Material matters identified	Why is it important to us?	FY19 Goals and Report Card	Goals in FY20	Key Risk Profile	Strategic Pillars
Digitalisation & innovation MM3	As the pace of technological change quickens, digitalisation is key to ensure our continued relevance	Continue to digitalise and optimise our core business for agility and cost efficiency while investing in new disruptive technologies and talents to enable further agility and expansion of other growth drivers - Completed the second year of our three-year digital transformation journey with Amazon Web Services ("AWS") - Trained more than 550 Certified Technology Professional ("CTP") and Certified Innovation Programme ("CIP") skill sets in-house - Organised the ANT Workshop series to help management teams across Astro business units reimagine our business through innovation - Further adopted emerging technologies to enhance customer insights and business efficiencies	- Enhance premium viewing experience with the introduction of a new UI and UX supported by Video-on-Demand ("VOD"), cloud PVR, restart TV technology - Deepen investment into data analytics for better customer insights and conversion through addressable advertising and customer profiling - Continue digitalising our business to promote agility and cost efficiency - Combat piracy across all platforms through various anti-piracy initiatives	R1 R3 R5	 
 Refer to pages 122 to 127, Digitalisation					
Diversification of revenues MM4	In an era of disruption, scaling up new growth drivers and diversifying revenue streams are essential for business sustainability	Continue diversifying revenues through the identification of new growth drivers and synergistic businesses - Grew commerce and digidex revenues by 29% and 43% to RM374 million and RM50 million respectively - Astro total adex dropped by 5% due to the adverse impact of the mid-year tax holiday and adex industry contraction - TV adex and radex shares remained strong at 44% and 76% respectively, while digidex share stood at 5%, as we focused on 360° monetisation of our own content IPs - Introduced new broadband-content bundle to customers	- Continue diversifying revenues through the identification of new growth drivers and synergistic businesses - Established partnerships to expand our broadband footprint - Grow commerce by expanding customer base and widening product offerings - Accelerate digidex to drive advertising	R1 R2 R4	 
 Refer to pages 13 to 22, CEO's Statement					
Financial performance MM5	Shareholder value is underpinned by consistent financial performance	Continue to grow shareholder value, while investing for the future to drive long-term returns - Revenue resilient at RM5.5 billion, marginally down by 0.9% - EBITDA decreased by 12% year-on-year to RM1.6 billion while PATAMI dropped by 40% year-on-year to RM463 million due to higher sports content spend and unfavourable foreign exchange climate - Strong FCF of RM1.3 billion - Declared dividend totalling 9.0 sen per share for FY19, representing a dividend payout ratio of 101%	Sustain shareholder value, while reinvesting into core and adjacent businesses to drive long-term returns	R1 R2 R4 R7	    
 Refer to pages 38 to 39, Group Financial Review					



Material matters identified	Why is it important to us?	FY19 Goals and Report Card	Goals in FY20	Key Risk Profile	Strategic Pillars
Talent acquisition, development & engagement MM6	Attracting, developing and retaining the best on and off-air talents is crucial to our continued success	Attract, develop and retain the best fit-for-purpose talents through tailored programmes, a robust talent pipeline and readily available learning & development initiatives - Invested in talents to bolster digital capabilities through initiatives such as the CTP and CIP programmes - Conducted 51,820 hours of development programmes to upskill and reskill talent - Enhanced employee engagement through forums, surveys and townhalls - Continued with Astro Scholarship Awards to groom future talent - Grew Rocketfuel talent pool by 44% to 147 talents - Offered ESS as part of strategic business review to streamline operations, with support provided to our talents who opted to pursue other opportunities	- Attract, develop and retain the best fit-for-purpose talents through tailored programmes, a robust talent pipeline and readily available learning & development initiatives - Upskill and reskill talents to cater for an increasingly digital market - Streamline organisational structure to drive productivity and innovation	R1 R2 R3 R5 R6 R8	 
 Refer to pages 122 to 127, Digitalisation and pages 130 to 135, Talent					
Community development MM7	We seek to empower our community and create a positive and lasting societal impact	Continue to drive existing programmes, while pursuing new opportunities to make a difference in communities within the region - Our talents contributed a total of over 16,000 hours for 175 Astro Kasih programmes in FY19, up 15% year-on-year - Organised the Astro Kem Badminton and Kem Bola programmes regionally in collaboration with partners, drawing over 5,600 participants - Organised the inaugural national and regional level Astro Junior Championship, the first ever Under 15 mixed-team badminton tournament in Asia - Continued partnership with WEDU to empower women from marginalised communities through coaching and mentoring of individuals from Cambodia, Vietnam and the Philippines - Extended Astro Kampus to 10,507 schools in Malaysia, improving access to education for underprivileged children - Collected more than 16,000 books for underprivileged children at a book drive in partnership with Big Bad Wolf Books at their annual book sale	Continue to drive existing programmes, while pursuing new opportunities to make a difference in communities within the region	R1 R8	
 Refer to pages 138 to 141, Community					

MATERIAL MATTERS

Strategic Pillars



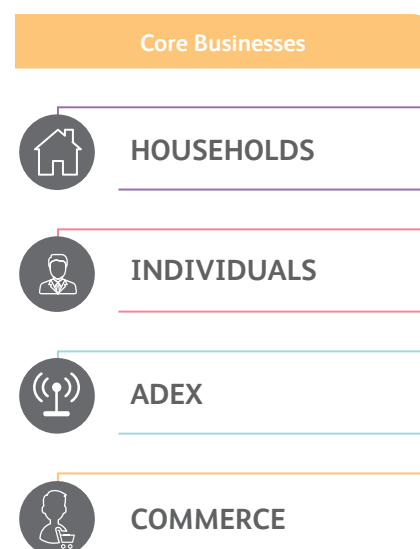
Material matters identified	Why is it important to us?	FY19 Goals and Report Card	Goals in FY20	Key Risk Profile	Strategic Pillars
Environmental stewardship MM8	We are mindful of our environmental footprint and endeavour to be a responsible corporate citizen by mitigating our environmental impact	To enhance our environmental initiatives, reflecting our commitment towards a sustainable future - Reduced our annual greenhouse gas ("GHG") emission by 11% to 34,000 tCO₂e in 2018 - Reduced our water and electricity consumption each by 7% to 143,000 m³ and 35.6 million kWh respectively in 2018 - Installed 4,780 solar panels at All Asia Broadcast Centre ("AABC") with the ability to generate 1.8 million kWh of electricity per annum - Installed electric vehicle charging stations at AABC to promote the usage of energy efficient vehicles	Continue to drive the reduction of our environmental footprint through more sustainable environmental practices	R1 R3 R6	
Refer to pages 142 to 145, Environment					
Risk management MM9	We are committed to operating within a robust risk management system to enable the achievement of business objectives in a sustainable manner	To enhance the Group Risk Management Framework ("GRMF") to improve the self-assessment process and risk policy with continued focus on embedding a risk management processes, practices and culture throughout Astro - Reassessed and updated the key risk profile affecting our Group - Implemented new control measures with close monitoring of the risk profile to increase business agility and resilience - Reassessed and determined the Group risk appetite and risk tolerance	- Continue to identify and assess the emerging risks affecting the Group - Enhance the risk management and internal control environment ensuring operational agility to maintain relevance in a challenging landscape	R1 R2 R3 R4 R5 R6 R7 R8	
Refer to pages 29 to 32, Key Risk Profile and pages 95 to 99, SORMIC					

KEY RISK PROFILE

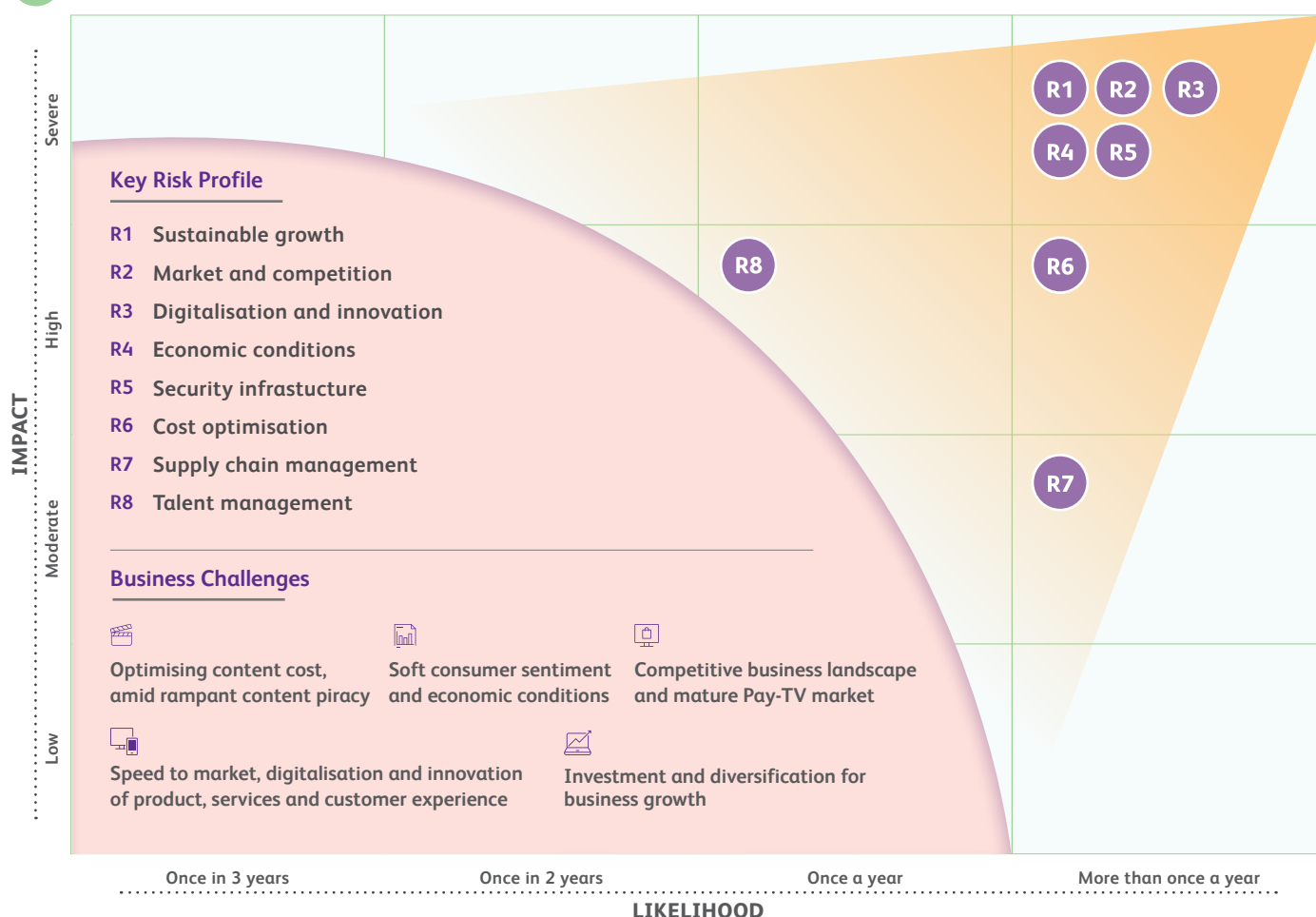
Our risk management principles are embedded within our Group's strategic planning, operational processes and project management initiatives. Emerging opportunities and threats, both internal and external, are identified, assessed and effectively managed to ensure achievement of our Group's strategic imperatives.

In FY19, we identified eight key business risks arising from the changing business environment and overall market outlook. These risks are plotted in the Group Risk Map below, against the likelihood of occurrence and potential business impact. These risks should not be viewed in isolation as they may be interrelated whereby improvements in one may impact another directly or indirectly.

Together, they encompass the material matters identified in pages 25 to 28, Material Matters



Group Risk Map



KEY RISK PROFILE

Strategic Pillars

Description of Risk	Mitigation Strategies	Risk Indicators	Strategic Pillars
Sustainable growth The challenging market outlook increases pressure on our Group to ensure consistent revenue performance and optimised operating costs to maintain a sustainable business model	Our Group continues to focus on improving the core business to deliver positive financial and community impact. This includes: • Introducing the bundling of content with broadband and pursuing value-adding partnerships to reinforce our footprint • Curating and delivering a rich variety of content to serve all customer segments across genres • Leveraging our production capabilities to produce vernacular content IPs and engaging in strategic partnerships with other content owners to distribute and monetise content IPs • Continuing with technology upgrades to deliver better UI and UX to consumers across all devices • Launching 4K-UHD service to customers providing an immersive viewing experience • Enhancing customer loyalty initiatives through Astro Rewards • Capitalising on our multiplatform advertising beyond airtime sales to promote comprehensive solutions-oriented offerings to clients • Introducing addressable advertising solutions to enable different adverts to serve different individuals simultaneously based on better segmentation • Continuing to grow commerce through a multiplatform and multilingual approach, focusing on curating products to the needs of our diverse customer base • Continuing to champion impactful community initiatives (e.g. Astro Kasih Hostels, Kem Badminton and Astro-WEDU mentoring programme) while remaining committed to contributing to the community at large	• Financial and business performance indicators	    
Market and competition The increasingly crowded media landscape underpinned by legal and illegal competition increases pressure on the Group's share of viewership, listenership, commerce and growth	Our Group closely monitors the market landscape to realign its strategies to meet consumer needs. This includes: • Delivering multilanguage content across all platforms catering to diverse customer segments within and beyond Malaysia • Investing in original IPs and offering curated titles, box sets and premium titles as well as personalised content recommendations based on customer viewing habits across households and individuals • Leveraging digital competencies and opportunities in online video streaming, digital advertising and e-commerce • Collaborating with regulators and industry players to combat content piracy across digital platforms via anti-piracy initiatives	• Market share • Speed to market – product and services • Number of legal and illegal competitors • New collaborations	    

KEY RISK PROFILE



Description of Risk	Mitigation Strategies	Risk Indicators	Strategic Pillars
Digitalisation and innovation Rapid digitalisation of the consumer landscape and product innovation has made customer experience a key differentiator in attracting and retaining customers	Our Group continues to innovate and digitalise our platforms to boost operational efficiency and agility, allowing for better speed to market while enriching customer experience. Our innovation strategies include: - Continuously enhancing UI and UX and functionalities of existing products, self-service capabilities and data analytics for personalised recommendations across all platforms to enable better customer experience and content discovery - Simplifying and automating workplace processes to enhance operational efficiency and speed to market - Adopting cloud technology to enable agility, cost efficiency and to drive system enhancement and development while improving our environmental footprint - Periodic monitoring of business innovation initiatives progress to ensure speed to market	- Customer satisfaction index - Periodic project progress reports	    
Economic conditions Our Group's performance is impacted by soft economic conditions, subdued consumer sentiment and foreign exchange fluctuations	Our Group actively reviews and aligns its strategies in tandem with economic conditions and consumer sentiment. This includes: - Enhancing our value proposition to customers including broadband bundling and introduction of Astro Rewards - Prudent cost, treasury, hedging and investment management including prioritisation of transformation initiatives to ensure profitability and sustainability amid the challenging economic outlook - Partnering regional players to collaborate on content and other business initiatives to ensure sustainable growth	- Financial and business performance indicators - Consumer sentiment index - Foreign exchange rate	  
Security infrastructure The safeguarding of our Group's assets, content IPs and customer data is subject to the adequacy and resilience of security infrastructure over physical and logical access to business systems, networks and facilities	Our Group has established the AMH Security Council to provide strategic supervision of our Group's physical and cyber security management practices to ensure emerging security threats and learnings from global incidences and audits are effectively addressed. The AMH Security Council ensures effectiveness via: - Establishing online monitoring taskforce and enhancing cloud infrastructure to better protect our content and key signature IPs against IP theft - Monitoring and reporting of security non-compliances, incidences and progress updates of critical security patch implementation - Continuous enhancements to current logical and physical security infrastructure and practices - Engagement of external security subject matter experts to benchmark and enhance security controls - Raising security awareness among employees through educational short videos, articles and awareness roadshows	- Cyber attack incidences - Security breaches	   

KEY RISK PROFILE

Strategic Pillars



Description of Risk	Mitigation Strategies	Risk Indicators	Strategic Pillars
Cost optimisation Effectiveness in managing cost to ensure optimal operations for sustainability	Our Group continuously undertakes cost rationalisation initiatives to ensure sustainability while being mindful of our environmental footprint. This includes: - Periodic strategic and financial reviews of business performance to optimise expenses and reprioritise spending - Review and renegotiation of existing content and technology commitments and redeployment of cost savings to key business opportunities - Collaborating with content players in relation to content creation, monetisation opportunities, content exclusivity and corresponding rights across multiple platforms while optimising content cost - Optimising Capex including development of software and platforms, and asset acquisitions - Investment into energy-saving initiatives to better manage electricity and water resources and reduce our environmental footprint	- Content spends - Foreign exchange rate fluctuation - Environmental impact	   
Supply chain management Our Group's performance is reliant on effective supply chain management, sound procurement, strategic partnerships, contingency arrangements and recovery processes to protect the best interests of our Group and our ability to meet customer demands and service expectations	Our Group has established supply chain management and recovery process in ensuring our ability to meet customer demands and service expectations. This includes: - Ensuring all strategic acquisitions in accordance with Procurement Manual to uphold fair business practices - Monitoring acquisition process through the Procurement team and/or Tender Committees to ensure the best rates are secured through competitive bidding, tender, and industry benchmarking - Regular review of our system and operational infrastructure redundancies - Identifying alternate working sites to minimise business disruptions and financials losses, while ensuring adequate insurance coverage for business interruptions	- Dependency on key suppliers - Service level performance - Service and broadcast outages	  
Talent management Our Group's ability to attract, develop and retain a committed and right-skilled talent base is crucial in executing business strategies and ensuring consistent business performance	Our Group has established talent management strategies to execute key business priorities and ensure consistent performance. This includes: - Inculcating an innovative and agile culture including upskilling and reskilling of existing workforce to drive innovation initiatives - Establishing a right-fit talent remuneration structure in line with industry best practices to attract and retain talent - Strategically reviewing the business and organisational structure which includes workforce optimisation - Identifying and grooming emerging leaders through talent development programmes promoting effective succession planning - Deploying strategic hires to key focus areas including broadband, data analytics, digital and cloud computing	- Talent turnover - Succession planning for key personnel	    

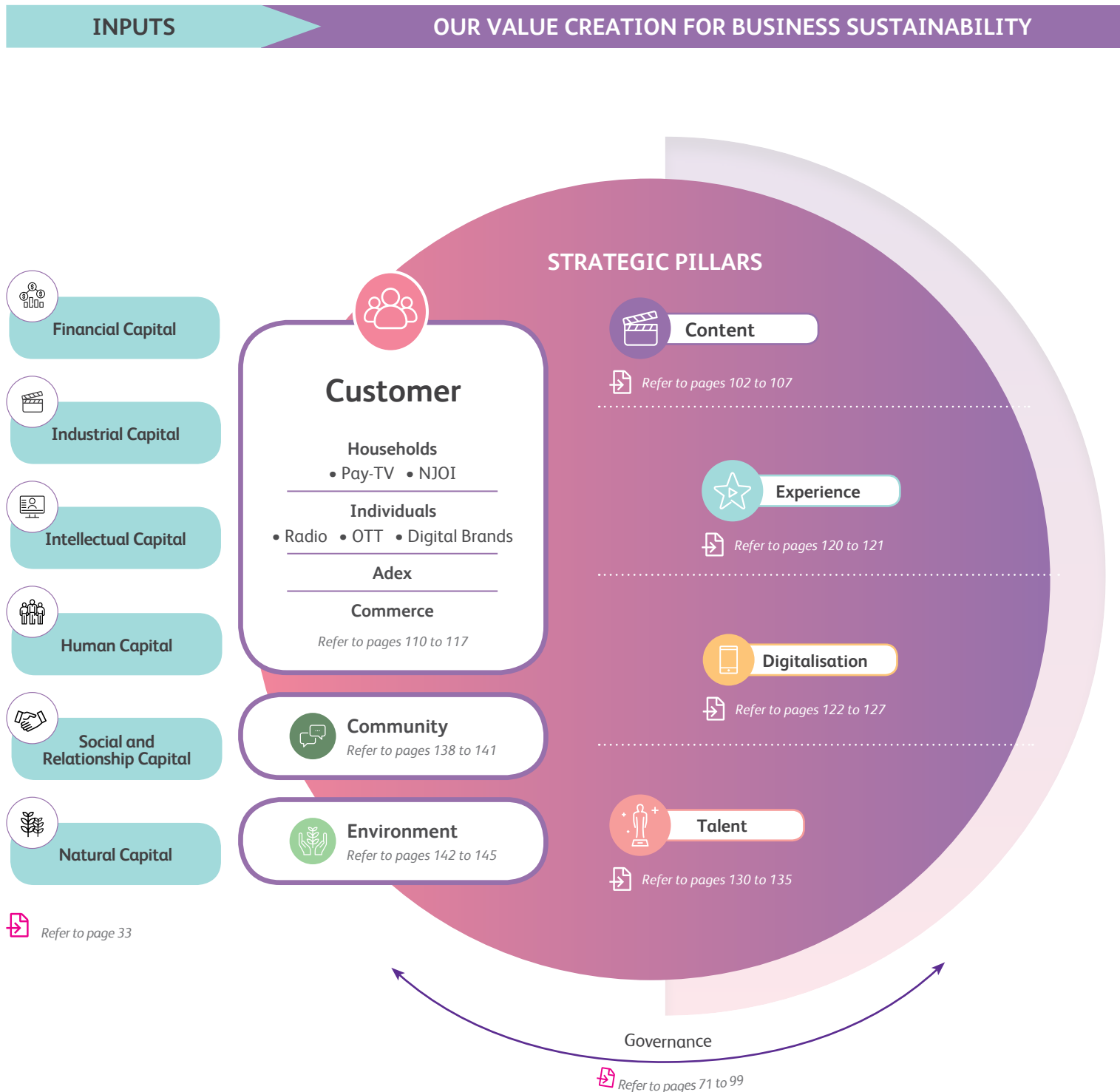
OUR VALUE CREATION

FY19 marks the fourth year into Astro's integrated reporting journey to provide relevant information that goes beyond our financial performance, allowing our stakeholders to better understand our business and make informed decisions. We adopt a holistic approach to strategic planning by utilising our six capitals as inputs into our value creation process.



OUR VALUE CREATION

We are reaffirming our capabilities around our core household business while enhancing capabilities in the individuals' space and adjacencies of commerce, adex and talent. Utilising our capitals, we create value through our seven Strategic Pillars for long-term sustainability.



OUTPUTS

Enhancing shareholder value

We are focused on growing our business and rewarding shareholders through dividends distributions



Financials



Refer to pages 38 to 39,
Group Financial Review

RM5.5b

Revenue

RM469m

Dividend declared for FY19

RM463m

PATAMI

Growing our ecosystem

We aim to grow our business in a sustainable manner within a rapidly evolving industry



Market Reach



Refer to pages 38 to 39,
Group Financial Review

77%

Household penetration

2.4m

Registered OTT users

5.7m

Households



Content

12,600 hours

Local content produced

RM1.8b

Total content spend

Supporting the economy

We contribute directly and indirectly to the economy, driving sustainability of the economy at large via multiplier effects



Talent

RM702m

Staff costs

51,820

Training hours



Government & Industry

RM190m

Tax

RM2.9b

Payment to vendors

Responsible corporate citizen

We run our business with integrity and aspire to leave a lasting and positive impact on our community via initiatives throughout Malaysia and beyond



Community

RM10m

Investment in community projects



Environment

4,780

Solar panels installed

1.8m

kWh electricity generating capability per annum

OUR VALUE CREATION

Astro leverages our seven Strategic Pillars to empower our customers and community to watch, listen, shop, learn and engage throughout our ecosystem, guided by the United Nations SDGs.

 CONTENT	 CUSTOMER	 EXPERIENCE
Description Offering a holistic content proposition by creating, aggregating, distributing and monetising content across all genres	Catering to diverse customer needs in terms of content preference, spending propensities and mediums of consumption through various offerings within our ecosystem	Delivering better customer experience through intuitive interfaces, convenient customer care options and backed by data analytics to provide personalised recommendations across our ecosystem
Market Landscape • Priority on owning content IPs to differentiate offering, drive customer acquisition and retention, and enable 360° monetisation • Increase in consumption of vernacular content observed locally and regionally • Increasing competition in the content space, both legal or otherwise	• Increase in OTT and direct-to-customer offerings which creates a highly fragmented market landscape with an abundance of choice • Growth in the digital economy in proportion to increasing affluence, higher internet penetration rates and improved ancillary infrastructure • Rise of triple and quad-plays which focus on diversification of business offerings leveraging technological convergence	• Growth in connectivity fuelled by the increasing use of technology and personal devices, particularly mobile phones • Customers expect mobility, portability, flexibility, simplicity and user-centricity • Shift towards non-linear and OTT platforms as consumers increasingly prefer an on-demand viewing experience
Our strategy • Local content leadership by producing premium vernacular content IPs and movies • Curate a comprehensive content slate encompassing vernacular, regional, international and live sports content which underpins penetration and viewership • Invest in key content verticals such as Nusantara, Kids, eSports and Horror with promising export potential in collaboration with like-minded content partners • Leverage monetisation opportunities across licensing, merchandising and on-ground events based on the popularity of content IPs, amplified through astute use of digital media • Advocate responsible content consumption and support anti-piracy regulatory measures	• Households: Redefine our Pay-TV value proposition through broadband bundling and Astro Rewards while deepening penetration via NJOI • Individuals: Extend our household reach into the individuals' space through OTT, digital brands and radio • Adex: Provide 360° marketing solutions to advertisers by marrying our multiplatform media reach, signature content, on-air talent, ground activation and analytics • Commerce: Position Go Shop as a leading commerce brand offering a premium multiplatform shopping experience	• Diversify our offerings to allow customers to consume content in their preferred manner – be it device, time or location – which is increasingly digital in nature • Enhance customer journey by leveraging technology while retaining human touch in customer engagement

Guided by the
United Nations SDGs



DIGITALISATION	TALENT	COMMUNITY & ENVIRONMENT
---	---	--

Leveraging digitalisation as an enabler to drive efficiency, cost optimisation and enhance customer experience

Nurturing the best on-air, off-air and digital talents to thrive within a culture of diversity, agility and innovation

Being responsible towards our community and mindful of our business' impact on the environment in achieving long-term business sustainability

- Increasing focus on digitalisation to underpin sustainable growth in an increasingly disruptive landscape
- Shifts in skill sets and strategies are vital to address the changing business context

- Growing demand for talents with strategic digital capabilities
- Increasing focus on upskilling and reskilling talents to remain relevant in the digital world
- Low barriers of entry fuelling growth of digital talents and social influencers

- Growing emphasis on sustainability practices in response to global environmental issues such as climate change and resources consumption as well as social issues such as gender equality in the workplace
- Improving governance framework for sustainability reporting including SDGs

- Cultivate digital culture of our talents through agile methodologies and innovative frameworks, driving customer centricity while boosting speed-to-market
- Digitally enable end-to-end value chain including sales and distribution, operations and customer care
- Continue to build capabilities around data analytics and data sciences for better marketing and business decisions

- Upskill and reskill workforce through organisation-wide training programmes
- Revamp our organisational structure to support a digital culture of agility and innovation
- Grow and groom our on-air talent pool
- Build a strong talent pipeline via different talent programmes and other effective recruitment strategies

- Understand and address the concerns of our stakeholders
- Grow the local media industry and contribute positively to the economy
- Empower our community through various projects and programmes
- Mitigate our environmental impact through sustainable business solutions



GROUP FINANCIAL REVIEW

FY19 has been a challenging and crucial year, one where we embarked on a journey to meet evolving customer demands by reassessing our Group's strategic imperatives and reimagining our customer value proposition to continue delivering better customer experience.

Amid a volatile macroeconomic backdrop stemming from changes in the government and indirect tax regime, we grew our household penetration rate from 75% to 77% and recorded

commendable growth in commerce, digidex and prepaid subscription revenue of 29%, 43% and 20% respectively. Malaysia's GDP growth dipped from 5.9% to 4.7% in 2018 and the Consumer Sentiment Index soared to 133 points, a two-decade high, right after the May elections before ending the year in bearish territory at 97 points. Inflation rate was down 3.3 percentage points year-on-year to 0.2% as higher costs relating to housing, utilities, food and education offset moderating prices of transportation, communications and clothing.

Earnings

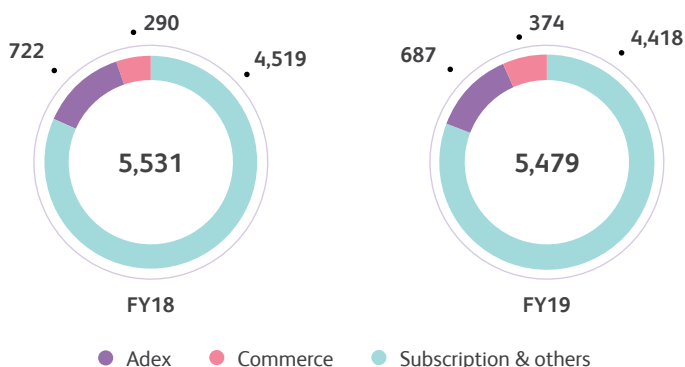
Revenue

Revenue remained resilient at RM5.48 billion as compared to RM5.53 billion in FY18 as we progressed with revenue diversification initiatives predicated on our strong multiplatform reach across TV, radio, digital, talent and on-ground. Strong growth in commerce, theatrical, licensing, digidex and prepaid subscription revenue cushioned the impact of a 4.7% decline in subscription revenue as a result of fierce competition from content providers, both legal and otherwise. Meanwhile, ARPU was stable at RM99.9 underpinned by an array of packages and offerings catering to our diverse customer base.

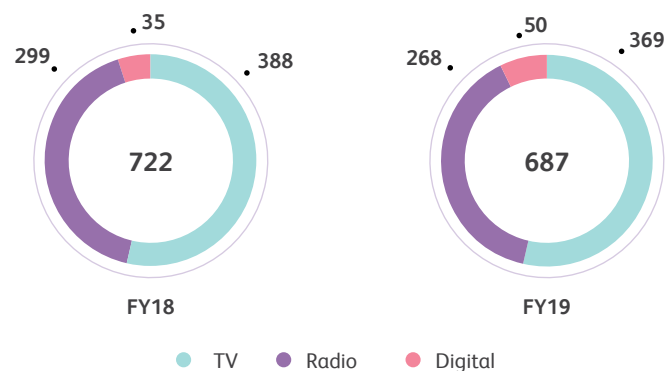
Our commerce business, Go Shop continues to register sterling performance with revenue growth of 29% year-on-year to RM374 million, boosted by new content formats, astute use of digital channels as well as expansion in product breadth and depth. In FY19, theatrical and third-party licensing revenue grew by 97% to RM130 million, as we set new milestones for local movies' GBO collection and paced up on collaborations with partners for production, marketing and distribution of content abroad. Our prepaid subscription revenue registered a 20% growth to RM62 million as we increased the number of physical and digital purchase touchpoints.

A switch in the indirect tax regime from GST to SST in FY19 resulted in a contraction in Malaysia's overall advertising industry during the three-month tax holiday window starting June 2018. This impacted our adex performance in the first half of the year, contributing to a 4.8% drop in adex in FY19 to RM687 million amid a decline in the Malaysian advertising industry by around 2.2% to RM4.44 billion. We introduced disclosure of our digidex segment this year, and this increased by 43% to RM50 million leveraging our expanding digital reach as the average monthly unique viewers of our digital brands grew by 20% to 8.3 million.

Revenue (RM m)



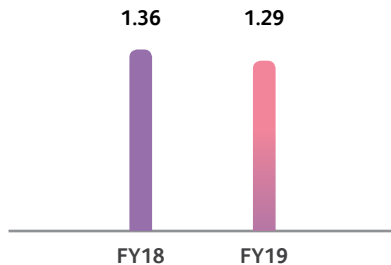
Adex (RM m)



EBITDA

With FY19 being a major sporting year, EBITDA declined 12% to RM1.61 billion mainly due to higher content spend of RM1.80 billion, an increase of 12% compared to FY18 arising from the broadcast of the 2018 FIFA World Cup and other key sporting events, as well as a one-off provision for the ESS which was completed in February 2019. This is offset by ongoing cost optimisation and digitalisation initiatives across content, cost to serve, and broadcast and operations. Through disciplined cost rationalisation efforts, our FCF held up well at RM1.29 billion compared to RM1.36 billion in FY18.

FCF (RM b)

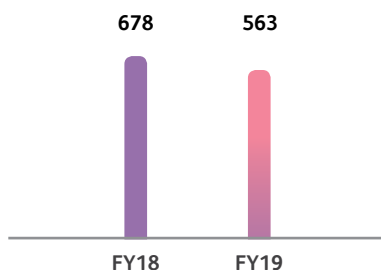


PATAMI

PATAMI decreased by 40% to RM463 million, driven by lower EBITDA and higher finance costs. Net finance costs surged by 329% to RM279 million primarily due to unrealised forex losses on transponder-related finance lease liabilities as the Malaysian Ringgit depreciated by 5% against the USD in 2019. Resultingly, earnings per share moderated by 40% to 8.9 sen per share.

Normalised PATAMI, which excludes the impact of the above mentioned unrealised forex and one-off ESS declined by 17% to RM563 million.

Normalised PATAMI (RM m)



Financial Position

Assets

Total assets decreased by 9% to RM6.26 billion mainly as a result of the prepayments of RM term loan amounting to RM629 million and a decrease of RM168 million in property, plant and equipment as a result of lower asset capitalisation in FY19. Meanwhile, net assets recorded an increase of 3.9% to RM679 million.

Liabilities

Total liabilities decreased by 10% to RM5.58 billion with a decrease in total current liabilities and total non-current liabilities of 18% and 5% to RM1.98 billion and RM3.60 billion respectively. This is primarily due to a decrease of RM395 million in borrowings, and RM164 million in payables and contract liabilities.

Overall borrowings declined by 10% to RM3.57 billion attributable mainly to the abovementioned prepayments, alongside scheduled principal repayments of loans and finance lease liabilities totalling RM571 million. This is offset by a drawdown of the second tranche of the Synthetic Foreign Currency Loan Facility ("SFCL") amounting to RM306.4 million in February 2018, the drawdown of a new RM380 million RM term loan from Sumitomo Mitsui Banking Corporation Malaysia Berhad in August 2018 and an increase in the book value of USD-based finance lease liabilities arising from the delivery of six new transponders in June 2018 as well as unrealised forex loss recorded due to the weakening of the Malaysian Ringgit against the USD. A slight increase in net debt/EBITDA ratio was recorded from 1.7 times to 1.8 times.

Capex

Total Capex registered a decrease of 12% to RM386 million. Infrastructure Capex was lower by 7% at RM220 million through conscientious investing as we endeavoured to simplify the customer experience through digitalisation. STB Capex investments also decreased by 17% to RM166 million as a result of ongoing efforts to optimise STB functionality and production cost, even as we continued to migrate customers onto our connected STBs to deepen their content experience. In FY19, connected STBs breached the 1 million milestone, growing 25%.

Prospects

The coming year will continue to be challenging amid structural changes in the global content and media industry and the present threat of piracy. We are focused on revenue diversification efforts, deeper cost optimisation initiatives and a stronger anti-piracy push. We will activate our biggest asset – our customers and leverage on our key differentiator – our content to amplify our customer value proposition through endeavours including new broadband bundles, enhanced membership privileges and rewards, introduction of a new technology platform to better address individuals within households, and elevating customer service.

OPERATIONAL AND FINANCIAL HIGHLIGHTS

	FY15	FY16	FY17	FY18	FY19
Operational Results					
TV households ('000)	4,429	4,818	5,121	5,489	5,713
TV household penetration	64%	67%	71%	75%	77%
ARPU (RM)	99.0	99.3	100.4	99.9	99.9
Share of TV viewership ⁽¹⁾	49%	76%	77%	77%	75%
Connected boxes ('000)	-	313	507	804	1,003
Weekly radio listenership (m)	12.9	12.8	15.6	16.5	16.2
Average monthly unique visitors (m)	-	4.1	5.5	6.9	8.3
Adex (RM m)	589	640	705	722	687
Go Shop registered customers (m)	0.1	0.6	1.0	1.3	1.8
Go Shop revenue (RM m)	25	189	261	290	374
Financial Results (RM m)					
Revenue	5,231	5,475	5,613	5,531	5,479
EBITDA	1,808	1,941	1,817	1,820	1,605
EBIT	920	1,115	1,095	1,140	932
PBT	721	829	846	1,073	651
PAT	514	608	617	764	461
PATAMI	519	615	624	771	463
FCF	1,325	1,276	1,317	1,364	1,291
Financial Ratios					
Return on invested capital ⁽²⁾	23%	24%	24%	22%	19%
Net debt/EBITDA (times)	1.2	1.5	1.5	1.7	1.8
Revenue growth	9%	5%	2%	(1%)	(1%)
EBITDA margin	35%	35%	32%	33%	29%
PATAMI margin	10%	11%	11%	14%	8%
Earnings per share (sen)	10.0	11.8	12.0	14.8	8.9
Dividend per share (sen) ⁽³⁾	11.0	12.0	12.5	12.5	9.0
Financial Position (RM m)					
Equity attributable to equity holders of the Company	694	601	623	654	585
Total assets	6,731	6,901	6,266	6,848	6,260
Total borrowings	3,503	3,805	3,406	3,965	3,571
Net debt	2,150	2,826	2,759	3,003	2,939

Notes:

⁽¹⁾ Viewership share is based on Dynamic Television Audience Measurement ("DTAM") deployed by Kantar Media since FY17, FY16 comparative has been restated accordingly

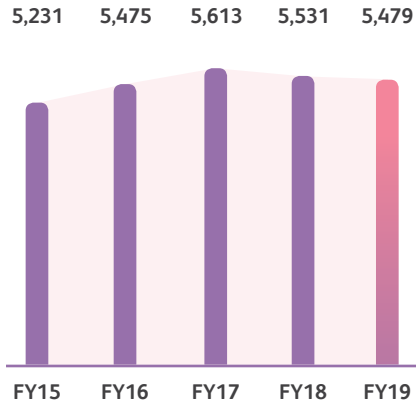
⁽²⁾ Formula based on EBIT metric, prior years' comparatives have been restated accordingly

⁽³⁾ Dividend per share consists of interim and final dividends declared and proposed post-IPO in respect of the designated financial years

OPERATIONAL AND FINANCIAL HIGHLIGHTS

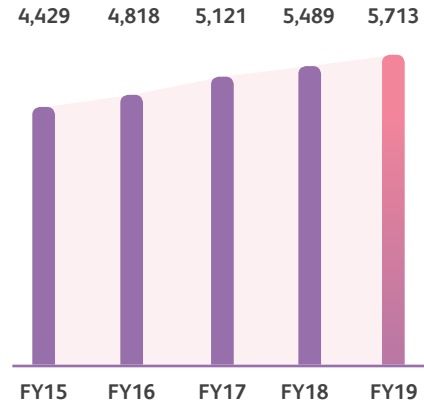
Revenue

Financial Year Ended 31 January (RM m)



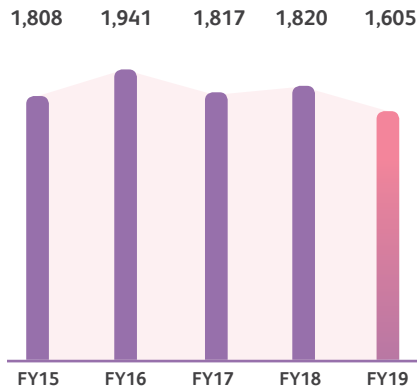
TV Households

Financial Year Ended 31 January ('000)



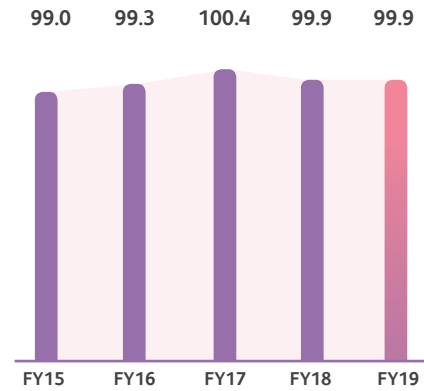
EBITDA

Financial Year Ended 31 January (RM m)



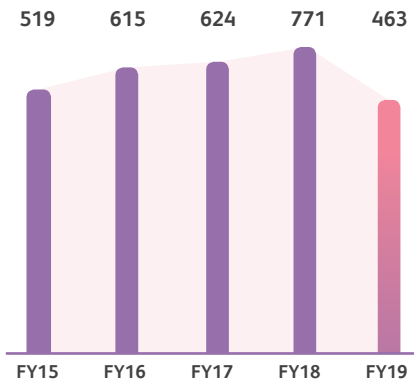
ARPU

Financial Year Ended 31 January (RM)



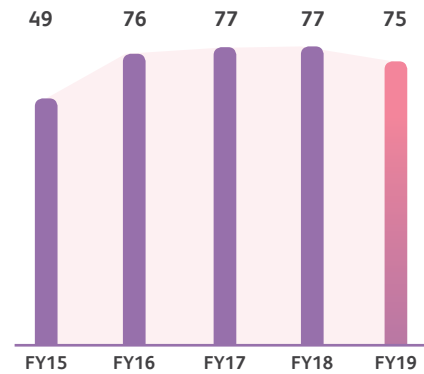
PATAMI

Financial Year Ended 31 January (RM m)



Share of TV Viewership⁽¹⁾

Financial Year Ended 31 January (%)



Note:

⁽¹⁾ Viewership share is based on DTAM deployed by Kantar Media since FY17, FY16 comparative has been restated accordingly

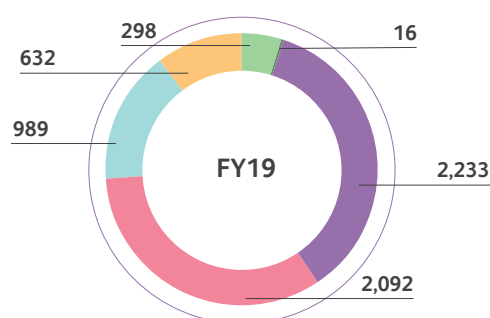
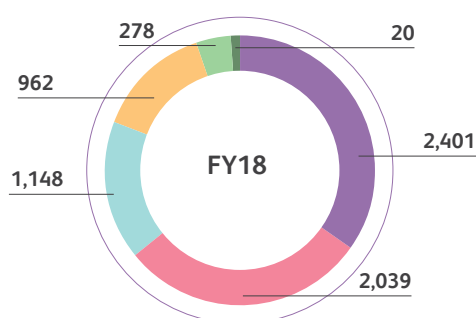
SEGMENTAL ANALYSIS AND QUARTERLY FINANCIAL PERFORMANCE

	FY18		FY19	
	RM m	%	RM m	%
Revenue				
Television	4,916	89	4,811	88
Radio	323	6	293	5
Go Shop	290	5	374	7
Others	2	0	1	0
	5,531	100	5,479	100
PBT				
Television	941	88	539	83
Radio	175	16	157	24
Go Shop	(15)	(1)	(7)	(1)
Others	(28)	(3)	(38)	(6)
	1,073	100	651	100

(RM m)	Q1	Q2	Q3	Q4	FY19
Revenue	1,311	1,416	1,384	1,368	5,479
EBITDA	461	289	473	382	1,605
EBIT	296	125	308	203	932
PBT	235	29	216	171	651
PAT	174	15	153	119	461
PATAMI	175	17	153	118	463
FCF	338	352	422	179	1,291

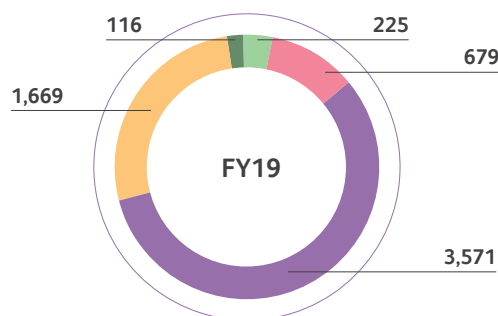
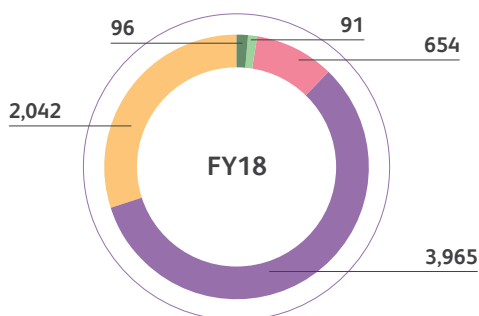
SIMPLIFIED GROUP STATEMENT OF FINANCIAL POSITION

	FY18 RM m	FY19 RM m
Assets		
Property, plant & equipment	2,401	2,233
Intangible assets	2,039	2,092
Inventories	20	16
Receivables, deposits & prepayments	1,148	989
Deposits, cash & bank balances & unit trusts	962	632
Others	278	298
	6,848	6,260
Equity & Liabilities		
Share capital	6,727	6,728
Reserves & non-controlling interests	(6,073)	(6,049)
Equity	654	679
Payables & accruals	2,042	1,669
Borrowings	3,965	3,571
Taxation & deferred tax liabilities	96	116
Others	91	225
	6,848	6,260



Assets (RM m)

- Property, plant & equipment
- Intangible assets
- Inventories
- Receivables, deposits & prepayments
- Deposits, cash & bank balances & unit trusts
- Others



Equity & Liabilities (RM m)

- Equity
- Payables & accruals
- Borrowings
- Taxation & deferred tax liabilities
- Others

STATEMENT OF VALUE ADDED

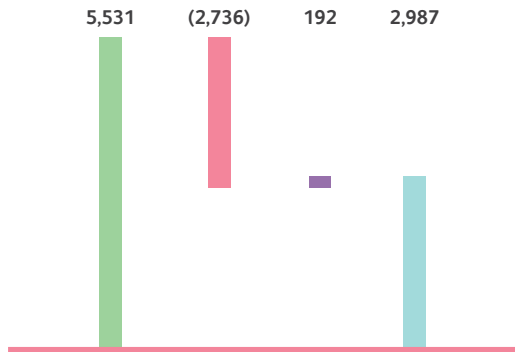
	FY18 RM m	FY19 RM m
Value Added		
Revenue	5,531	5,479
Operating expenses	(2,736)	(2,838)
Other operating income	192	48
Total Value Added by our Group	2,987	2,689
Reconciliation:		
PAT	764	461
Add: Depreciation, impairment and amortisation	1,081	1,063
Interest expense	210	240
Government	335	221
Non-controlling interest	7	2
Staff costs	590	702
Total Value Added by our Group (Available for Distribution)	2,987	2,689
Value Distributed		
Employees		
Staff costs	590	702
Government		
Tax	309	190
Regulatory	26	31
Providers of capital		
Dividends	651	574
Interest expense	210	240
Non-controlling interest	7	2
Reinvestment and future growth		
Depreciation, impairment and amortisation	1,081	1,063
Retained earnings	113	(113)
Total Distributed	2,987	2,689

STATEMENT OF VALUE ADDED

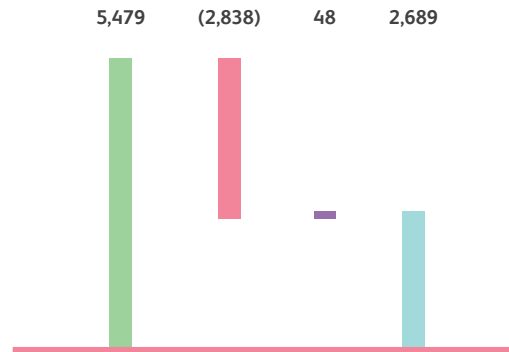
Value Added

Financial Year Ended 31 January (RM m)

FY18



FY19

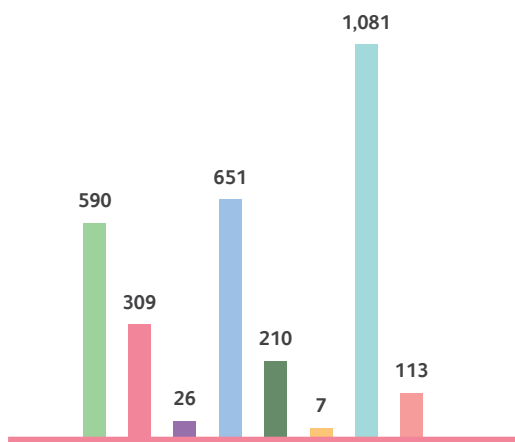


- Revenue
- Operating expenses
- Other operating income
- Total value added

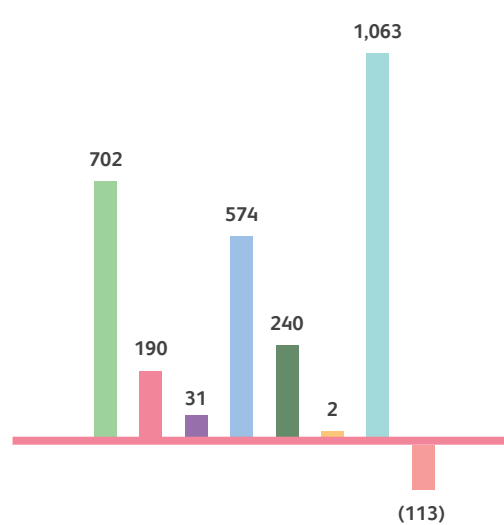
Value Distributed

Financial Year Ended 31 January (RM m)

FY18



FY19



- Staff costs
- Tax
- Regulatory
- Dividends
- Interest expense
- Non-controlling interest
- Depreciation, impairment and amortisation
- Retained earnings

KEY MILESTONES

Commenced digital
Direct-to-Home (“DTH”) satellite Pay-TV services with 22 TV and five radio stations

1996

Launched Astro First, a Pay-Per-View (“PPV”) movie service with near cinema window offerings

2011

1996

- Introduced format radio programming in Malaysia

1997

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

2012

- Launched NJOI, the first freemium DTH satellite TV in Malaysia
- Launched Astro GO, our OTT service
- Listed on the Main Market of Bursa Securities

2015

Ventured into commerce with Go Shop, which offers shopping on TV, online and mobile

2017

Embarked on a digital and business transformation by partnering Amazon Web Services (“AWS”) to accelerate innovation toward enhancing customer experience

2015

- Launched OD, enabling customers to watch their favourite shows instantly

2016

- Launched Go Shop in Singapore
- Launched eGG Network, a regional eSports channel
- Introduced Boo, an Asian horror movie channel

2017

- Introduced NJOI Now, our freemium OTT service offering free channels, OD content and prepaid options
- Set up Blaze Digital, our digital marketing agency
- Launched ZAYAN and GOXUAN, our digitally-led radio brands for millennials
- Launched Rocketfuel Entertainment, our influencer marketing and talent management agency
- Received the Gold Award in the Media Networks category at the Putra Brand Awards for the eighth consecutive year

EVENT HIGHLIGHTS



As the official broadcaster of the 2018 FIFA World Cup Russia™, we offered all 64 live matches in HD on all screens

MARCH 2018

- Collaborated with Digital Durian to present the first animation concert on local silver screens, *Konsert Hora Horey Didi & Friends*, grossing RM2.7 million in Malaysia cinemas

MAY 2018

- Formed joint venture (“JV”) company, Nu Ideaktiv with Grup Majalah Karangraf (“GMK”) to create content for the Malay-speaking audience

JUNE 2018

- As the official broadcaster of the 2018 FIFA World Cup Russia™, we offered all 64 live matches in HD on all screens, and collaborated with Twitter to provide match clips and tournament content on @stadiumastro to amplify sports conversations among Malaysians

JULY 2018

- Formed partnership with SmartStudy on merchandising, character licensing and signature events of animated characters including *Pinkfong* and *Baby Shark* in Malaysia, Singapore and Brunei

AUGUST 2018

- Kicked off a new season of Premier League with the first live 4K-UHD broadcast in Malaysia, offering a premium viewing experience to football fans
- Introduced new variety channel, Hello, featuring the best of local, regional and international programmes for the entire family, available to all customers on TV and OTT

SEPTEMBER 2018

- eGG Network launched Alliance of Campus eSports to boost eSports competency among local university students by partnering industry experts, universities and the National Sports Council of Malaysia
- Secured the Premier League broadcast rights in Malaysia for the 2019/20 to 2021/22 seasons to provide unrivalled coverage of the world's biggest and most exciting football league
- Astro and Digital Durian presented *Karnival 1 Bilion Didi & Friends* in conjunction with the animation IP's milestone of reaching 1 billion YouTube views
- Brought *Pinkfong* and *Baby Shark* live musical to Malaysia, a ticketed event featuring the original Korean cast and crew
- GEGAR, the No. 1 radio brand in the East Coast launched GEGARMall, offering a unique Go Shop experience for its listeners



We partnered with Les' Copaque Production on content sharing, distribution and marketing of their animation content, including Upin & Ipin

- Launched brand new Muslim contemporary lifestyle channel, Naura offering local and international Islamic content to all customers on TV and OTT
- *Hantu Kak Limah* set a new box office record in Malaysia by grossing RM38 million

OCTOBER 2018

- Astro and Maxis jointly contributed to Tabung Bencana Gempa Bumi & Tsunami Sulawesi in aid of earthquake and tsunami victims in Central Sulawesi
- *Vedigundu Pasangge*, a co-production by Astro Vaanavil and Veedu Production set a new Malaysia Book of Records for the highest GBO collection by a local Tamil film
- Partnered beIN Asia Pacific to bring live coverage of the UEFA Champions League and UEFA Europa League for the 2018/19 to 2020/21 seasons
- Partnered with Les' Copaque Production on content sharing, distribution and marketing of their animation content, including *Upin & Ipin*

NOVEMBER 2018

- Astro Kasih organised Astro Junior Championship, the first ever Under 15 regional mixed-team badminton tournament as part of Astro's commitment in developing young shuttlers
- eGG Network co-organised The Kuala Lumpur Major, the first Major status tournament for the Dota Pro Circuit 2018/2019 season with PGL and Imba TV
- Astro Xiao Tai Yang presented its first original kids musical, *The Five Elves: A Magical Journey* Live Musical, captivating thousands of kids and adults

DECEMBER 2018

- Netflix acquired worldwide rights (ex-China) for Astro's first Hong Kong original drama series, *Demon's Path*
- Astro, Digi and Media Prima collaborated to introduce JomStudi, a digital learning platform granting students easy access to quality educational content

JANUARY 2019

- Introduced high-speed broadband bundle to residents of Jasin, Melaka in collaboration with a subsidiary of TNB
- Collaborated with Indonesian wireless network provider, Telkomsel to produce an original horror drama, *Nawangsih* for its video streaming app, MAXstream

AWARDS



Astro was recognised for achieving the 'Highest Growth in Profit After Tax over Three Years' in the Telecommunications and Media sector at the The Edge Billion Ringgit Club 2018

APPIES MALAYSIA 2018

- Gold in Consumer Services category
 - » Astro - Turn NIVEA into a K-Drama Star for Nivea
- Best Presenter
 - » Kazmal Kamal

ANUGERAH MAJLIS PENGKRITIK FILEM KUALA LUMPUR 2018

- Best Actress
 - » Datin Seri Umie Aida – *Dukun*
- Best Supporting Actor
 - » Faizal Hussein – *Dukun*

ANUGERAH SKRIN 2018

- Best Film
 - » *Dukun* – Astro Shaw Sdn Bhd
- Best Director (Film)
 - » Dain Said – *Dukun*
- Best Screenplay
 - » Huzir Sulaiman – *Dukun*
- Best Actress in a Leading Role
 - » Datin Seri Umie Aida – *Dukun*
- Best Actor in a Supporting Role
 - » Namron – *Dukun*

ASIAN ACADEMY CREATIVE AWARDS 2018

National Wins

- Best Promo or Trailer
 - » *Vallavar 2017* – Astro Production
- Best Theme Song
 - » *Symphony of Love* – Astro
- Best Short-Form Content
 - » *May I Love You* – MEASAT Broadcast Network Systems for Xuan
- Best Lifestyle Programme
 - » *Hadith Open Mic S2* – Astro
- Best News or Current Affairs Presenter
 - » Kamarul Bahrin Haron, *Malaysia Memilih* – Astro AWANI
- Best Single News Story/Report
 - » *Penang Flood*, MEASAT Broadcast Network Systems for Hotspot
- Best News Programme
 - » *Malaysia Memilih (9 & 10 May)* – Astro AWANI
- Best Documentary Series
 - » *Pray For: The Black and White Deity* – Astro AEC
- Best Documentary Programme (One-Off/Special)
 - » *The Black Hawk Down: Wira Keamanan* – Astro Prima
- Best Original Screenplay
 - » Anwar Idris, *Luar Biasa* – Astro Citra
- Best Editing
 - » Andhy Pulung, *Do[s]a* – Astro
- Best Cinematography
 - » Yadi Sugandi, *Do[s]a* – Astro
- Best Actress in a Supporting Role
 - » Yoke Chen, *Where Got Money?* – Astro AEC

- Best Actor in a Supporting Role
 - » Remy Ishak, *Do[s]ja* – Astro
- Best General Entertainment Programme
 - » *Meja Bulat Sepahtu* – Astro Prima
- Best Entertainment Presenter/Host
 - » Nabil Ahmad, *Gegar Vaganza 4* – Astro Ria
- Best Comedy Performance
 - » Estee Tan Hsiao-Ling, *Hua Hee Seko-lah S4* – Astro Hua Hee Dai
- Best Comedy Programme
 - » *Hua Hee Seko-lah S4* – Astro Hua Hee Dai
- Best Music or Dance Programme
 - » *Hua Hee Champion 2017 Grand Final* – Astro Hua Hee Dai
- Best Game or Quiz Programme
 - » *Smart Wheel* – Astro Production
- Best Entertainment (One-Off/Annual)
 - » *CNY Countdown Show 2018* – Astro
- Best Actress in a Leading Role
 - » Lisa Surihani, *Kotena Ana* – Astro Citra
- Best Actor in a Leading Role
 - » Idan Aedan, *Luar Biasa* – Astro Citra
- Best Direction (Fiction)
 - » Tunku Mona Riza, *Luar Biasa* – Astro Citra
- Best Single Drama or Telemovie
 - » *Luar Biasa* – Astro Citra
- Best Drama Series
 - » *Do[s]ja* – Astro

Regional Wins

- Best Short-Form Content
 - » *May I Love U*
- Best Theme Song
 - » *Symphony of Love*

ASIAN DIGITAL MEDIA AWARDS 2018

- Silver Award in Social Media Engagement
 - » #MalaysiaMemilih (Malaysia's 14th General Election) – Astro AWANI

IDC DIGITAL TRANSFORMATION AWARDS (IDC DX AWARDS) 2018

- Talent Accelerator Award

NEW YORK FESTIVALS TELEVISION & FILM AWARDS 2018

- Gold World Medal
 - » Promotion/Open & IDs, Station/Image Promotion, *Football Forever* campaign – Astro Supersport
- Bronze World Medal
 - » Promotion/Open & IDs – Art Direction, *Sepahtu Reunion: Princess* – Astro Warna

PUTRA BRAND AWARDS 2018

- Gold Award in the Media Networks category

SPARKS AWARDS 2018

- Gold in the Best Media Solution – Radio
 - » Astro Radio (HITZ) - *Jumanji VR* for Sony Pictures
- Gold in the Best Media Solution (TV/Online Video)
 - » Astro – *Turn NIVEA into a K-Drama Star, My Coffee Prince* Integration for Nivea



Astro AWANI won the Silver Award in Social Media Engagement at the Asian Digital Media Awards 2018

AWARDS

SPARKS AWARDS 2018

- Gold in the Best Media Solution (Experiential)
 - » Astro – *McD Ayam Goreng Sepahtu Reunion* for McDonald's Malaysia
- Gold in the Best Launch/Relaunch by a Media Owner
 - » Astro – *Raya Campaign, Kosong-Kosong Dari Hati* for Astro
- Silver in the Best Content Team
 - » Astro – Branded Content
- Silver in the Best Campaign by a Media Owner
 - » Astro – *Sehalus Venus* for Procter & Gamble
- Silver in the Best App/Portal/Website by a Media Owner
 - » Astro – ZAYAN Mobile App
- Silver in the Best Media Solution (Radio)
 - » Astro Radio – ERA & HITZ, *Wonda Sales Superstar* for Etika
- Silver in the Best Media Solution (Digital)
 - » Astro – *Hi Mummy Jihan* for Annum Materna
- Bronze in the Best Media Solution (Radio)
 - » Astro Radio – *Be MY Star 2.0* for MOMAwater
- Bronze in the Best Media Solution (TV/Online Video)
 - » Astro Radio – *Lost without you* for Spritzer – Bon Rica
- Bronze in the Best Media Solution – Content Amplification
 - » Astro – *We Are More Campaign* for Anlene
- Bronze in the Most Improved Offering by a Media Owner
 - » Astro Radio – ZAYAN and GOXUAN
- Bronze in the Best Event by a Media Owner
 - » Astro Radio – *Raya Proton* for PROTON
- Bronze in the Best Collaboration between Media Owner and Agency
 - » Astro and OMD Malaysia

THE EDGE BILLION RINGGIT CLUB 2018

- Highest Growth in Profit After Tax over Three Years – Telecommunications & Media

MALAYSIA'S 100 LEADING GRADUATE EMPLOYERS AWARDS 2018

- Most Popular Graduate Employer – Broadcasting/Media

2ND ASEAN CORPORATE GOVERNANCE AWARDS BY MSWG 2018

- Top 50 ASEAN Public Listed Companies (PLCs)

5TH ANNUAL TEA (THOMAS EDISON ADVERTISEMENT AWARDS) 2018

- The Stepping Ladder Award
 - » *Mayil Paalam* (Telemovie) – Astro Vaanavil
- Best Horror Series
 - » *Thigil* – Astro Vinmeen
- Best Game Show
 - » *Smart Wheel* – Astro Vinmeen
- Best Kids Animation Movie
 - » *Super Star Raja* – Astro Vaanavil



Astro won the Gold Award in the Media Networks category for the ninth consecutive year at the Putra Brand Awards 2018

2018

6 June

- Announcement of the unaudited results for the first quarter ended 30 April 2018 and the first interim single-tier dividend of 2.5 sen per ordinary share

6 July

- Payment date for the first interim single-tier dividend of 2.5 sen per ordinary share

26 September

- Announcement of the unaudited results for the second quarter ended 31 July 2018 and the second interim single-tier dividend of 2.5 sen per ordinary share

26 October

- Payment date for the second interim single-tier dividend of 2.5 sen per ordinary share

5 December

- Announcement of the unaudited results for the third quarter ended 31 October 2018 and the third interim single-tier dividend of 2.5 sen per ordinary share

2019

4 January

- Payment date for the third interim single-tier dividend of 2.5 sen per ordinary share

26 March

- Announcement of the unaudited results for the fourth quarter ended 31 January 2019 and the fourth interim single-tier dividend of 1.5 sen per ordinary share

25 April

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

15 May

- Notice of Seventh AGM and the issuance of Integrated Annual Report and Circular to Shareholders

27 June

- Seventh AGM

INVESTOR RELATIONS

As we review our business and forge new strategies to strengthen our position as Malaysia's leading content and consumer company, Astro remains committed to delivering long-term shareholder value. Since listing in October 2012, we have consistently declared quarterly interim dividends surpassing our dividend policy of paying out at least 75% of consolidated profits. Astro maintains high standards of corporate disclosures resulting in timely informational flows to the investment community in line with global best practices.

Dividends

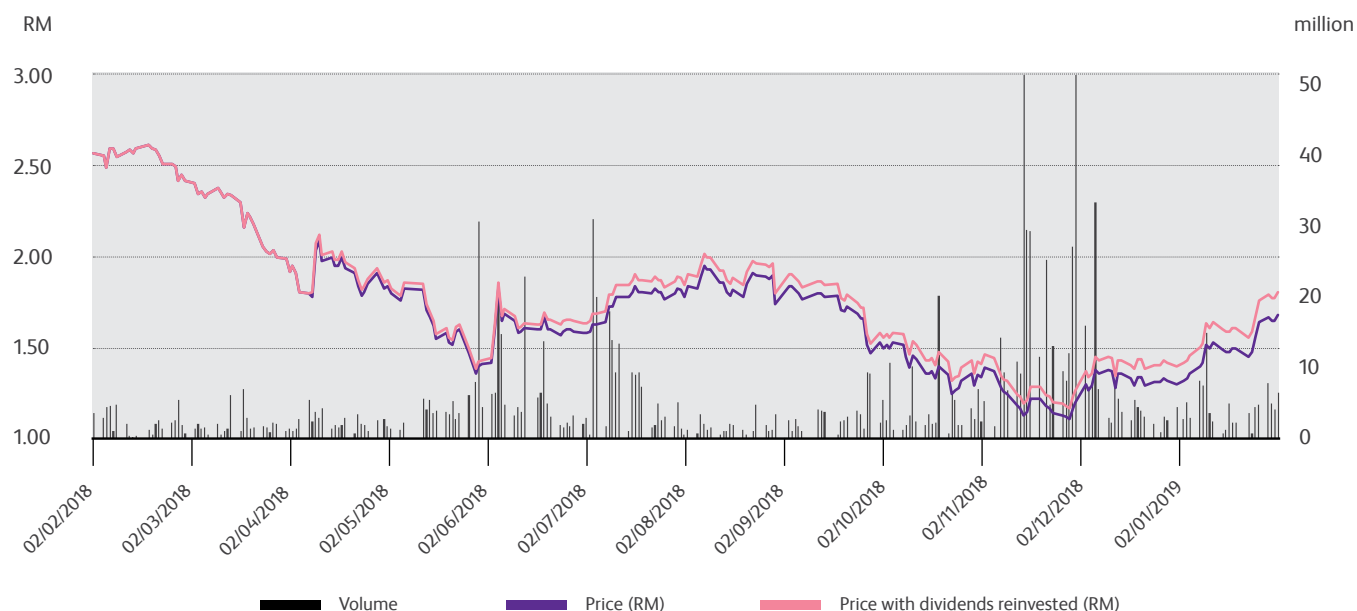
Amid macroeconomic uncertainties and subdued consumer sentiments, and despite FY19 being a heavy sporting year resulting in elevated content costs, we declared total dividends of 9.0 sen per share with a dividend yield of 5.4%. Astro's highly cash generative business, with FCF being 152% of PATAMI, has enabled us to once again exceed our dividend policy with a payout of 101% of PATAMI and an FCF yield of 14.4%.

	FY17	FY18	FY19
Total dividend declared per share (sen)	12.5	12.5	9.0
Dividend payout as % of PATAMI	104%	85%	101%

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
Final FY18	0.5	7 May 2018	25 June 2018	6 July 2018
Q1 FY19	2.5	6 June 2018	25 June 2018	6 July 2018
Q2 FY19	2.5	26 September 2018	11 October 2018	26 October 2018
Q3 FY19	2.5	5 December 2018	20 December 2018	4 January 2019
Q4 FY19	1.5	26 March 2019	10 April 2019	25 April 2019

Share price performance



In FY19, our share price with dividends reinvested declined by 29.8%. Meanwhile, our media industry peers recorded an average drop of 44.6% while the FBMKLCI index declined by 7.2%. Equities overall exhibited lacklustre performance, driven by slowing global growth concerns and unrelenting trade war rhetoric. Policy uncertainties stemming from the first change in government in Malaysia's 60-year history also weighed on investor sentiments.

Substantial shareholders

Pursuant to the Companies Act 2016 and Bursa Malaysia's MMLR, substantial shareholders are defined as those with 5% or more holdings in the company. Please refer to page 300 for our register of substantial shareholders.

Engaging the investment community

We proactively engage with the investment community throughout the year to share our strategy, investment thesis and business performance. Our stock is actively covered by 19 research houses, and our diverse investor base includes reputable local and international institutional funds. As at the end of FY19, our foreign shareholding stands at 33% of our free float, down 19 percentage points from FY18.

In FY19, our Investor Relations ("IR") team conducted over 200 one-on-one and group meetings, and teleconference calls with investors and analysts. Senior Leadership participated in various investment conferences regionally including Hong Leong's Media Day in April 2018, Citibank's ASEAN C-Suite Investor Conference in June 2018 and CIMB's 11th Annual Malaysian Corporate Day in January 2019.

We host quarterly earnings calls to present our results, chaired by our CEO or CFO and involving Senior Leadership. Our Communications team engage with the media and public in a multiplatform manner including via press releases, press conferences, and through social media.

In navigating through the fluid media landscape, we are firmly committed to maintaining open and accessible channels of communication with the investment community at large. At the Malaysia IR Awards 2018 organised annually by the Malaysian IR Association (MIRA), we placed fifth in the 'Most Improved Service from an IR Team' category. We also emerged third in the 'Best IR Website' category and eighth in the 'Best Company for IR' among Malaysian large caps. Separately at the National Annual Corporate Report Awards (NACRA) 2018, we were awarded a Certificate of Merit for our Annual Report 2018.



Our Investor Relations website corporate.astro.com.my is regularly updated with the latest corporate, financial and stock information, and includes links to our quarterly results and annual reports.

Our Investor Relations team welcomes queries and feedback from the investment community and can be contacted directly at ir@astromalaysia.com.my

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

Richard John Freudenstein

Independent Non-Executive Director

Lim Ghee Keong

Non-Independent Non-Executive Director

Simon Cathcart

Non-Independent Non-Executive Director

Shahin Farouque bin Jammal Ahmad

Non-Independent Non-Executive Director

Tunku Alizakri bin Raja Muhammad Alias

Non-Independent Non-Executive Director

Mazita binti Mokty

Non-Independent Non-Executive Director

Vernon Das

Alternate Director to Lim Ghee Keong

COMPANY SECRETARY

Liew Wei Yee Sharon

(LS0007908)

REGISTERED OFFICE

3rd Floor, Administration Building

All Asia Broadcast Centre

Technology Park Malaysia

Lebuhraya Puchong-Sungai Besi

Bukit Jalil

57000 Kuala Lumpur

Tel No. : +603 9543 6688

Fax No. : +603 9543 3007

Website : corporate.astro.com.my

SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd (formerly known as Symphony Share Registrars Sdn Bhd)

Level 6, Symphony House

Pusat Dagangan Dana 1

Jalan PJU 1A/46

47301 Petaling Jaya

Selangor

Helpdesk No. : +603 7849 0777

Fax No. : +603 7841 8151

: +603 7841 8152

: +603 7841 8100

Email Address : BSR.Helpdesk@boardroomlimited.com

AUDITORS AND REPORTING ACCOUNTANTS

PricewaterhouseCoopers PLT

Level 10, 1 Sentral
Jalan Rakyat
Kuala Lumpur Sentral
50706 Kuala Lumpur

Tel No. : +603 2173 1188
Fax No. : +603 2173 1288

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

Listed since 19 October 2012

Stock Code : 6399
Sector : Telecommunications & Media

PRINCIPAL BANKERS

CIMB Bank Berhad

20th Floor, Menara CIMB
Jalan Stesen Sentral 2
Kuala Lumpur Sentral
50470 Kuala Lumpur

Tel No. : +603 2261 8888

Citibank Berhad

Level 45, Menara Citibank
165 Jalan Ampang
50450 Kuala Lumpur

Tel No. : +603 2383 8585

Malayan Banking Berhad

32nd Floor, Menara Maybank
100 Jalan Tun Perak
50050 Kuala Lumpur

Tel No. : +603 2070 8833

RHB Bank Berhad

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

Tel No. : +603 9287 8888

BOARD OF DIRECTORS



From left to right:

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

Richard John Freudenstein *Independent Non-Executive Director*

Datuk Yvonne Chia *Senior Independent Non-Executive Director*

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



From left to right:

Renzo Christopher Viegas *Independent Non-Executive Director*

Simon Cathcart *Non-Independent Non-Executive Director*

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

Shahin Farouque bin Jammal Ahmad *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 • 73 • Male

Independent Non-Executive Chairman

- First appointment as Independent Non-Executive Chairman 15 August 2012
- Chairman of Nomination and Corporate Governance Committee

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

He 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 12th 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 was also appointed as Chief Justice of Dubai International Financial Centre Courts in November 2018.

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

Datuk Yvonne Chia

Malaysian • 66 • Female

Senior Independent Non-Executive Director

- First appointment as Independent Non-Executive Director 1 January 2014
- Redesignation as Senior Independent Non-Executive Director 6 December 2017
- Chairman of Remuneration Committee
- Member of Audit and Risk Committee
- Member of Nomination and Corporate Governance Committee
- Member of Strategy and Business Transformation Committee

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

She 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 of RHB Bank Berhad (1996-2002) and Hong Leong Bank Berhad (2003-2013).

She is the Independent Non-Executive Chairman of Standard Chartered Bank Malaysia Berhad and Standard Chartered Saadiq Berhad and is also an Independent Non-Executive Director of Silverlake Axis Limited (listed on the Singapore Exchange Ltd).

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

Renzo Christopher Viegas

Indian • 57 • Male

Independent Non-Executive Director

- ▶ First appointment as Independent Non-Executive Director
1 December 2017
- ▶ Chairman of Audit and Risk Committee
- ▶ Chairman of Strategy and Business Transformation Committee

Renzo Christopher Viegas 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.

He 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.

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 Principal Officer to oversee RHB Bank Berhad's operations overall. Prior to joining CIMB Group in 2012, he last held the position of Deputy Chief Executive Officer, Retail & International of RHB Bank Berhad.

Renzo was Deputy Chief Executive Officer of CIMB Group in April 2012, Executive Director of CIMB Bank from 2012 to 2015 and Chief Executive Officer of Group Consumer Banking from 2015 to 2016. He also served as Adviser to the Group Chief Executive Officer of CIMB Bank, responsible for the development of overall business strategies till March 2019.

Renzo also held the positions of Executive Director at CIMB Bank Berhad and Non-Executive Director of Sun Life Malaysia Assurance Berhad and Sun Life Malaysia Takaful Berhad.

He currently is a Director of CIMB Bank PLC, Cambodia and CIMB Bank (Vietnam) Limited.

Richard John Freudenstein

Australian • 54 • Male

Independent Non-Executive Director

- ▶ First appointment as Independent Non-Executive Director
30 September 2016
- ▶ Member of Audit and Risk Committee
- ▶ Member of Remuneration Committee

Richard Freudenstein holds a Bachelor of Economics and a Bachelor of Laws (Honours) from University of Sydney.

He is a media executive with extensive experience in the Australian and international markets. He was the Chief Executive Officer of Foxtel (2011-2016) and prior to that, he was the Chief Executive Officer of News Digital Media (the digital division of News Limited) and The Australian newspaper. He returned to Australia in August 2006 after seven years

at British Sky Broadcasting Limited, the last six as Chief Operating Officer.

He is a Non-Executive Director of REA Group Ltd and Coles Group Limited (listed on the Australian Securities Exchange Ltd) and was formerly a Director of Ten Network Holdings Ltd, one of the Australia's leading television companies.

Richard is the Deputy Chancellor and a Fellow of the Senate at the University of Sydney.

BOARD OF DIRECTORS' PROFILES

Lim Ghee Keong

Malaysian • 51 • Male

Non-Independent Non-Executive Director

- First appointment as Non-Independent Non-Executive Director
30 September 2016
- Member of Remuneration Committee
- Member of Strategy and Business Transformation Committee

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

He has about 30 years' experience in finance, treasury and credit management. Prior to joining the 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 interests such as Maxis (listed on Bursa Securities) 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) and Yu Cai Foundation.

Simon Cathcart

Australian • 46 • Male

Non-Independent Non-Executive Director

- First appointment as Non-Independent Non-Executive Director
15 June 2017
- Member of Strategy and Business Transformation Committee

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

He is a media executive with more than 20 years' experience in satellite, broadcasting and telecommunications. He is a co-founder and Executive Director of

FetchTV, Australia's second largest Pay-TV operator that provides a turnkey wholesale IPTV platform to the majority of Australia's leading telecommunication companies.

He is currently a Director and Chief Executive Officer of MSS and Director of MGB, the holding company of MSS. He formerly held various engineering roles at global satellite provider, PanAmSat and Telstra Corporation.

Shahin Farouque bin Jammal Ahmad

Malaysian • 45 • Male

Non-Independent Non-Executive Director

- First appointment as Non-Independent Non-Executive Director
1 December 2017
- Member of Nomination and Corporate Governance Committee
- Member of Strategy and Business Transformation Committee

Shahin Farouque holds a Bachelor of Science in Economics (Accounting & Finance) from the London School of Economics and Political Science, University of London. He has over 20 years' investment banking experience.

Prior to joining Khazanah in 2016, he worked with various commercial and investment banks in both domestic and regional roles.

He is currently a Director in the Investment Division of Khazanah. He also sits on the boards of various creative and media companies within the Khazanah portfolio companies.

Tunku Alizakri bin Raja Muhammad Alias

Malaysian • 49 • Male

Non-Independent Non-Executive Director

- First appointment as Non-Independent Non-Executive Director
15 February 2019

Tunku Alizakri holds a Master of Business Administration (MBA) from Cornell University and a Bachelor of Laws (LLB) from 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 (Lincoln's Inn) in the courts of England and Wales.

Tunku Alizakri was appointed as Chief Executive Officer of Employees Provident Funds ("EPF") on 20 August 2018. He was previously the Deputy Chief Executive Officer (Strategy). 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.

He is currently on the board of Kwasa Land Berhad, Kwasa Utama Berhad, Dialog Group Berhad and Battersea Power Station Development Company Limited, in addition to his capacity as Vice-Chairperson of the Technical Commission on Organisation, Management and Innovation for International Social Security Association.

Mazita binti Mokty

Malaysian • 46 • Female

Non-Independent Non-Executive Director

- First appointment as Non-Independent Non-Executive Director
15 February 2019

Mazita Mokty holds a Bachelor of Law (Honours) 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.

Mazita Mokty 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 UTBS, a Malaysian

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 board of several companies in which UTBS Group has significant interest, such as AHSB and Tanjong Capital Sdn Bhd. Prior to joining UTBS, she was attached to an established law firm in Kuala Lumpur and worked with the Securities Commission Malaysia.

Vernon Das

Malaysian • 40 • Male

Alternate Director to Lim Ghee Keong

- First appointment as Alternate Director to Lim Ghee Keong, a Non-Independent Non-Executive Director
15 February 2019

Vernon Das holds a First Class Bachelor of Engineering (Chemical Engineering) from the University of Sheffield, UK.

He has 20 years' of corporate finance and investment experience. Prior to joining UTBS Group in 2007, he worked with Accenture in its financial institution group, and a regional private equity firm.

He is currently the Chief Executive Officer of Pexco N.V., an upstream oil and gas independent, and is also a Director on the Boards of AHSB, Media Innovations Pte Ltd (holding company of FetchTV, an Australian Pay-TV operator), and Celestial Pictures Limited and Celestial Tiger Entertainment, regional content platforms.

Notes:

- 1) None of the Directors have any conflict of interest with the Company
- 2) None of the Directors have any convictions for offences within the past five years
- 3) None of the Directors have any public sanctions and/or penalties imposed on them by the relevant regulatory bodies during FY19
- 4) None of the Directors have any family relationship with any Directors and/or Major Shareholders of the Company

SENIOR LEADERSHIP



From left to right:

Tammy Toh Seok Kheng *Director, Communications*

Shafiq Abdul Jabbar *Chief Financial Officer*

Chong Teck Hiong *Director, Media Sales*

Liew Wei Yee Sharon *Company Secretary*

Gavin Baxter *Director, People & Workplace*

Henry Tan Poh Hock *Chief Executive Officer*

Christinne Lim Yen Wah *Director, Marketing*



From left to right:

Alison Lau Director, Customer Sales

Mazhairul Jamaludin Director, Pay-TV

Dr. Grace Lee Hwee Ling Chief Executive Officer, Go Shop

Phuah Aik Chong Director, Technology

Datuk Jake Abdullah Chief Executive Officer, Astro Radio

Agnes Rozario Director, Content

Laila Saat Director, Regulatory

SENIOR LEADERSHIP PROFILES

Henry Tan Poh Hock

Malaysian • 55 • Male

Chief Executive Officer

Henry joined our Group on 2 May 2008 as Chief Operating Officer and was redesignated as Group Chief Content & Consumer Officer on 1 November 2017. He has also been serving as Chairman of Go Shop, Astro's home shopping platform, since 28 April 2014. On 1 February 2019 Henry was appointed as Chief Executive Officer.

Henry was key in introducing Malaysians to high definition ("HD") TV viewing with Astro Byond, and launching the first free satellite multichannel service, NJOI. He raised the bar on storytelling and championed vernacular and Asian originals, from film to TV to digital, to ensure consumer relevance, reach and engagement.

His many firsts include Tutor TV, Malaysia's first free learning channels; Astro First, a cinema in your home service; eGG Network, the first regional eSports channel; Boo, the first Asian horror channel; local Hua Hee

Hokkien entertainment and the hugely popular Malay 'Lawak' comedy brands. He is focused on creating digital content experiences via Astro digital brands such as Gempak, Xuan, Ulagam, ZAYAN, AWANI and Stadium Astro.

Henry believes in the potential of Malaysian movies and was instrumental in the success of seven of Malaysia's top 10 films: *The Journey*, *Polis Evo* and *Polis Evo 2*, *OlaBola*, *Abang Long Fadil 2*, *Hantu Kak Limah*, and *Paskal*.

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).

Shafiq Abdul Jabbar

Malaysian • 41 • Male

Chief Financial Officer

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

He oversees the finance and risk management functions across our Group encompassing financial control, process risk assurance, treasury, business partner advisory, investor relations, corporate finance, and tax. More recently his role has expanded to oversee legal, procurement, strategic contracts and regulatory relations as well.

Prior to joining Astro, he was the Group Financial Controller and Chief Financial

Officer (Malaysia) of CIMB Bank Berhad. 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.

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.

Phuah Aik Chong

Malaysian • 47 • Male

Director, Technology

A pioneer member of Astro, Aik Chong has served our Group across different technology roles. In his current role, he is responsible for overseeing all aspects of Technology & Broadcast functions in our Group. This includes technical strategy, development, delivery and the continuous uninterrupted operations of technology and broadcast platforms.

He spearheads the design, development and delivery of products and services for homes and individuals. He leads our Group's technology-related functions, enabling the

delivery of Astro services through satellite, broadband and mobile platforms. He also leads data and analytics, software engineering, cloud platform, broadcast platform, enterprise IT, cyber security and project management office.

He received a Master in Business Administration from the University of Chicago – Booth School of Business, and holds a Bachelor in Electronic and Computer Engineering (Honours) from Universiti Putra Malaysia.

Dr. Grace Lee Hwee Ling

Malaysian • 43 • Female

Chief Executive Officer, Go Shop

Grace joined our Group's Corporate Assurance Division on 2 January 2001 and has held several other roles within the Group including Head of Process Improvement, Group Financial Controller and Chief Risk Officer prior to her appointment as Chief Executive Officer of Go Shop on 1 October 2016. She was also recently appointed as a board member of Malaysian Global Innovation and Creative Centre (MaGIC).

She is responsible for driving Go Shop's growth, doubling Go Shop's customer base and growing cumulative top line revenue to RM1 billion since joining Go Shop in October 2016. This was achieved through her strategic focus on continuous improvement of customer experience, content production, formats and distribution, analytics-driven sales and marketing initiatives, supply

chain management and technology. Prior to joining Astro, she worked for PricewaterhouseCoopers' Assurance and Advisory Division.

Grace earned her Doctorate in Business Administration from ELM-Graduate School, HELP University and was awarded the Distinguished 2018 Alumni Award for her outstanding performance. She received a degree in Accounting and Finance from Curtin University and a Master in Business Administration with Distinction from Charles Sturt University, both in Australia. She is an Australian Fellow of Certified Practising Accountant (FCPA Aust.), Information Systems Auditor (CISA, US) and is Certified in the Governance of Enterprise IT (CGEIT, US).

Datuk Jake Abdullah

Malaysian • 53 • Male

Chief Executive Officer, Astro Radio

Jake joined our Group on 1 April 1996 and was appointed as Chief Executive Officer of Astro Radio on 19 December 2013.

He is responsible for overseeing Astro Radio's strategic direction, particularly for brands and talent, as well as driving radex growth. Jake is also the Chief Executive Officer of Rocketfuel Entertainment which

spearheads talent-driven digital content across our Group's platforms.

Jake also led the setup of four Astro-affiliated radio stations overseas, namely Aamar FM and Power FM in India; and Gen FM and Jak FM in Jakarta. He holds an MBA from the University of Liverpool, UK.

Gavin Baxter

British • 44 • Male

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, diversity and collaboration. He also heads our property and services division.

As a senior HR professional with over 15 years of experience 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 ongoing 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.

SENIOR LEADERSHIP PROFILES

Mazhairul Jamaludin (MJ)

Malaysian • 49 • Male

Director, Pay-TV

MJ serves as Director, Pay-TV at Astro on 16 January 2019. He was previously Financial Controller and Senior Vice President, Commercial Services Multichannel TV at Astro until 2010.

He is responsible for driving Astro's Pay-TV business, ensuring its continued and sustainable growth. He currently oversees product management, customer experience and service operations.

MJ has diverse experiences in media, assurance, advisory, telco and private equity. Prior to joining Astro, he was Senior Director, Investment/Outsourcing of Ekuinas. Other positions he held at Ekuinas include Chief Financial Officer, Senior Director of Ekuinas' education portfolio and Head of Ekuinas'

Outsourced Programme. He also had a stint at Celcom as Vice President of Financial Accounting and Management Reporting, and served at both Arthur Andersen and Ernst & Young where he provided assurance and advisory services.

He holds a Bachelor's 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 Cradle Fund Sdn Bhd and AXA AFFIN Life Insurance Berhad.

Chong Teck Hiong (TH)

Malaysian • 56 • Male

Director, Media Sales

TH joined our Group on 16 April 2007 as Group General Manager of Sales, Astro Radio and was instrumental in driving Astro's Radio Adex revenue from RM180 million to RM340 million in FY2016.

In 2016, TH was appointed as Director, Media Sales, leading the team in media sales and services across all Astro media assets, including TV, Radio and Digital. He is responsible for spearheading the growth of group media sales Adex revenue and driving integrated media solutions across all Astro's media properties and Intellectual Properties.

His key achievements include centralising Blaze Digital advertising sales and sales operations system, extending advertising

sales beyond pure commercial airtime to include event, activation capabilities, formulating media sales strategy and operation efficiency, as well as trade marketing communication.

With 30 years of experience in advertising and brand management, TH has held various senior positions in MNCs including Ford Malaysia, Guinness Berhad and M&C Saatchi, where he was part of the management team responsible in establishing an international creative advertising agency in Malaysia.

TH received his Business Administration degree, majoring in Marketing from University of Arkansas, USA.

Alison Lau

Malaysian • 53 • Female

Director, Customer Sales

Alison joined our Group on 8 September 1996 and was appointed as Director, Customer Sales on 1 February 2019.

She is responsible for providing leadership and strategic direction on customer sales, business development, customer operations and supply chain. She spearheaded and managed Astro regional sales channels and operations in achieving targets and operational efficiency in her previous role as Head of National Sales. She was instrumental in contributing to the growth

of Astro's penetration in East Malaysia from 34% in 2008 to 83% in 2018 through market and business intelligence. She has extensive experience in customer service and retention via key customer strategies and sustainable, market-driven initiatives.

She graduated from the Singapore Hotel and Tourism Education Centre (SHATEC) and holds a certificate of Specialisation from the American Hotel and Motel Association (AHMA).

Agnes Rozario

Malaysian • 51 • Female

Director, Content

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

She leads the Group's content team, covering Malay, Nusantara, Chinese, Indian, International, Korean, Hollywood, Kids, Sports, News and Film businesses. She was instrumental in driving the success of Astro On Demand services, bringing the Astro First cinema experience into customers' homes, and introducing Astro Best which

allows early access to global blockbuster movies. Being a passionate advocate of regional content, she has championed numerous Asian and Southeast Asian initiatives, which include introducing horror channel Boo and bringing the Korean wave to Astro's offerings.

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

Christinne Lim Yen Wah

Malaysian • 43 • Female

Director, Marketing

Christinne joined our Group on 18 April 2005 and was appointed as Director, Marketing on 1 February 2019.

She is responsible for providing leadership in marketing strategies and promotion of Astro's products, services and content IPs ranging from on-air, online to on-ground. She also oversees the Group's strategic imperatives and business development activities, delivering strong value proposition to Astro customers.

Prior to this, Christinne led different portfolios within the Group including regional content, content strategy and marketing, premium business and corporate finance. Before joining Astro, she was Corporate Finance Manager at PricewaterhouseCoopers Advisory Services, Malaysia.

She holds a Bachelor of Commerce with First Class Honours from Lincoln University, New Zealand.

Tammy Toh Seok Kheng

Malaysian • 51 • Female

Director, Communications

Tammy joined our Group on 3 September 2007 as Vice President, Communications. In her current role, she is responsible for reinforcing our Group's market leadership via 360° communications.

She spearheads external and internal communications for the Company's financial reporting, crisis management, digital and social media, product launches, corporate events, foundation and community sponsorship programs, employee relations, as well as diversity and inclusion.

On 1 March 2019 she took on the corporate responsibility and stakeholder management

portfolio, including Astro Kasih which promotes education, community advancement, sports development and environmental awareness, particularly in underserved communities across Malaysia.

Prior to joining Astro, Tammy served in senior positions in various industries including Royal Selangor Pewter, Maybank, Gamuda Berhad, Alliance Financial Group and Tesco.

She holds a Bachelor of Arts (Honours) from University of Malaya, and is a member of the International Association of Business Communicators (IABC).

SENIOR LEADERSHIP PROFILES

Laila Saat

Malaysian • 50 • Female

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.

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 alongside the relevant authorities and stakeholders, she is instrumental in spearheading anti-piracy initiatives in the industry besides leading our Group's intellectual property protection efforts.

She has 25 years of 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.

Liew Wei Yee Sharon

Malaysian • 47 • Female

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 on 14 February 2012. Prior to that, she was the Company Secretary of Astro All Asia Networks Plc, a position she has held since January 2008.

She is responsible for the overall corporate secretarial and 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 Senior Leadership to ensure proper communication.

She has over 20 years of working experience in the corporate secretarial field and is a licensed secretary approved by the Companies Commission of Malaysia. She holds a Bachelor of Law (Honours) from the University of London and was issued the Certificate of Legal Practice by the Legal Profession Qualifying Board, Malaysia.

Notes:

- 1) None of the members of Senior Leadership have any conflict of interest with the Company
- 2) None of the members of Senior Leadership have any convictions for offences within the past five years
- 3) None of the members of Senior Leadership have any public sanctions and/or penalties imposed on them by the relevant regulatory bodies during FY19
- 4) None of the members of Senior Leadership have any family relationship with any Directors and/or Major Shareholders of the Company

CORPORATE GOVERNANCE OVERVIEW

Our Board is pleased to present an overview of the CG framework and practices within our Group in FY19. This statement is to be read in conjunction with the CG Report which can be downloaded from our corporate website. The CG Report provides detailed explanations of how our Group has applied the recommended principles and practices under the MCCG taking into consideration the specific circumstances affecting our Group, including any alternative measures in place to achieve the intended outcomes, where applicable.

Our Board is pleased to provide an update on the material developments to our CG practices in FY19 as our Group recasts itself as a leading content and consumer company.

Our Governance Framework

CG remains as one of our key pillars amid the constant changes in our operating environment. As our businesses continue to undergo transformation, a strong CG culture provides assurance to our stakeholders that ethical principles are not forsaken in the pursuit of our corporate goals. In addition to ensuring minimum compliance with the legal and regulatory framework that are applicable to our Group such as the Act and MMLR, our CG framework supports our Group's role as a responsible corporate citizen. Our key CG achievement last year was the recognition at the 2nd ASEAN CG Awards, where we were placed among the top 20 companies in the Top 50 ASEAN PLCs award category. The ASEAN CG Awards recognises outstanding PLCs from each participating country in terms of CG practices based on the ASEAN CG Scorecard.

Our Group aspires to improve the way we conduct business, not only in better serving our customers' media, entertainment and lifestyle needs, but also through enhancements to our CG practices. As such, we regularly review and benchmark our governance structures and processes, to ensure that they are applied in the best interests of our Group.

Promoting Sustainability

Astro was introduced to Malaysians in 1996. As we celebrate our 23rd anniversary this year, sustainability is a key business priority to manage our EES impact, allowing us to address the long-term interest of our stakeholders.

Arising from continuous engagements with key internal and external stakeholders and through a prioritisation process, our Group has reaffirmed nine material matters covering content; customer reach & experience; digitalisation & innovation; diversification of revenues; financial performance; talent acquisition, development &

engagement; community development; environmental stewardship; and risk management. These material matters have been mapped into our Group Key Risk Profile and embedded within our Strategic Pillars. The Sustainability section presented on pages 23 to 37 details our Group's strategy and performance in respect of each Strategic Pillar.

Our Board's Responsibilities

Our Board has adopted six principal responsibilities as set out in the Board Charter. Setting the overall strategic direction of the business is our Board's key principal responsibility and their involvement begins early in the strategy development phase. This places our Board in a better position to refine and if necessary, pivot our strategies and provide swift responses to changes in our operating environment. Our Board is involved in all strategic aspects from strategy formulation, strategic framework, to critically analysing and assessing strategic options, and finalising our Group strategy. In FY19, the entire process kickstarted with an offsite two-day planning session to reassess our Group's overall strategic priorities and business plans over the next three years from FY20 to FY22.

Agility is a crucial determinant in a rapidly changing business environment. Recognising this, our Board and Senior Leadership embarked on a shorter three-year planning cycle embedded with more frequent progress reviews, versus a five-year planning cycle previously, thus facilitating a more focused and iterative response to dynamic external forces.

Our Group's three-year strategic plan for FY20 to FY22 ("Strategic Plan") was approved in principle by our Board prior to the commencement of the new financial year. In tandem with the strategic planning and budgeting cycle, the annual operating budget for FY20 ("Budget") was tabled and adopted.

CORPORATE GOVERNANCE OVERVIEW

The material developments during FY19 and our Group's key focus and strategies over the next three years are summarised as follows:

1 Strategic planning

Our key strategies for the next three years are focused on redefining and strengthening our core TV business, through Pay-TV and NJOI, by evolving our products and services to meet the needs of diverse customer segments in Malaysia. Our content strategy continues to be driven by our customers' strong demand for local vernacular IPs, digital content and sports, among others. We have adopted a differentiated content strategy to satisfy the needs of our diverse market, providing customers with better optionality and choice. Astro is committed to rejuvenating the local film industry, having produced seven of Malaysia's top 10 highest grossing local movies to date, with rights successfully sold to regional and international territories. We are evolving our technology roadmap and look forward to introducing Malaysians to a brand new and superior viewing experience through the launch of 4K-UHD broadcast in the coming months.

We will continue to accelerate commerce growth via our Go Shop home shopping platform, thus providing a rich ecosystem for Astro customers to fulfil all their entertainment, knowledge and lifestyle needs. Leveraging the reach and scale of our Pay-TV, NJOI, Go Shop and radio businesses, Astro will focus on driving advertising revenue by championing the development of a data-driven marketing network to optimise integrated advertising solutions to advertisers as a key initiative over the next three years.

In January 2019, Astro collaborated with a subsidiary of TNB on a pilot project in Jasin to offer broadband bundled with Astro content in support of the government's NFCP. Our Group is further exploring opportunities to grow and expand our business in tandem with the implementation of NFCP by 2023.

Our Board and Management view piracy overall as a serious challenge and we will continue to combat piracy through technological enhancements on our STBs, as well as collaborating with regulatory authorities to block pirated sites and applications. We are supportive of our Minister and MCMC's plans to curb digital content piracy in Malaysia and together with other Malaysian media organisations, Astro participated in the Kuala Lumpur Digital Content Anti-Piracy Summit on 14 February 2019. Regulators, law enforcement agencies and industry players converged to discuss efforts to safeguard Malaysia's creative content industry against digital piracy.

As previously reported, our Group has and will continue to monitor and rationalise our operating costs through various initiatives including hedging forex exposures, renegotiating content costs and content mix, reducing customer acquisition costs and business process re-engineering. In addition to these measures, our Board implemented an ESS towards the end of FY19 to resize our workforce with the objectives of simplifying our organisation, streamlining costs and ensuring that our organisation is fit-for-purpose to meet the challenges of the new digital economy. The ESS led to a reduction in headcount of around 10%.

2 Business and financial performance oversight

Our Board is responsible for the monitoring of performance to ensure our Group's strategic objectives are achieved. Monthly operating and financial reports are furnished to our Directors, keeping them abreast of our Group's business performance. On a quarterly basis and if required more regularly, Board meetings are held to review strategic, operational and financial performance against the approved Strategic Plan and Budget.

Senior Leadership's performance is evaluated at the end of each financial year based on the KPIs set out in the company scorecard that is approved by our Board based on the recommendation of our Remuneration Committee ("RC") ("Company Scorecard"). The FY19 Company Scorecard contained KPIs in respect of financial performance, growth and sustainability as well as talent, all of which are necessary for the achievement of our short-term objectives and are the building blocks for long-term value creation.

3 Risk management

Our Board is responsible and accountable for the adequacy and effectiveness of our Group's risk management and internal control system through continuous identification of key business risks and management of emerging risk impacting our Group. Our Board, with the assistance of our Audit and Risk Committee ("ARC"), adopted our Group risk appetite and risk tolerance thresholds for more effective decision-making. Our ARC also reviewed, on a quarterly basis, our Group Key Risk Profile and mitigation strategies for each key business area. Please refer to pages 95 to 99 for more details on our Group's risk management activities.

4 Succession planning and remuneration framework

Our Board announced in June 2018 that DRR, our then GCEO had given her notice of resignation effective 31 January 2019 and in line with our succession plans, appointed HT as the successor. Under the leadership of our new CEO, we are realigning our organisation with our ambition and strategies, ensuring a right fit for jobs, and also that roles, responsibilities and accountabilities are clearly understood and embraced by Team Astro. Our Board reviewed the new organisational structure, to ensure it will propel the execution of our Group's strategies and delivery of our corporate goals.

An emergency cover plan for critical leadership roles is in place at all times, as well as an adequate talent pipeline for succession.

5 Stakeholders' communication

Our Board is committed to ensuring that our shareholders and other stakeholders such as regulators and employees are kept informed of material updates and progress relating to our Group. The Investor Relations, Communications and Regulatory teams are responsible for engaging our investors and stakeholders on an ongoing basis throughout the year.

6 Internal control and compliance

Our Board is assisted by our ARC in matters relating to internal controls and risk management. Our ARC Chairman tables a quarterly summary and key highlights relating to financials and audit, internal controls and risk management matters to our Board. Our ARC's detailed report is on pages 87 to 94.

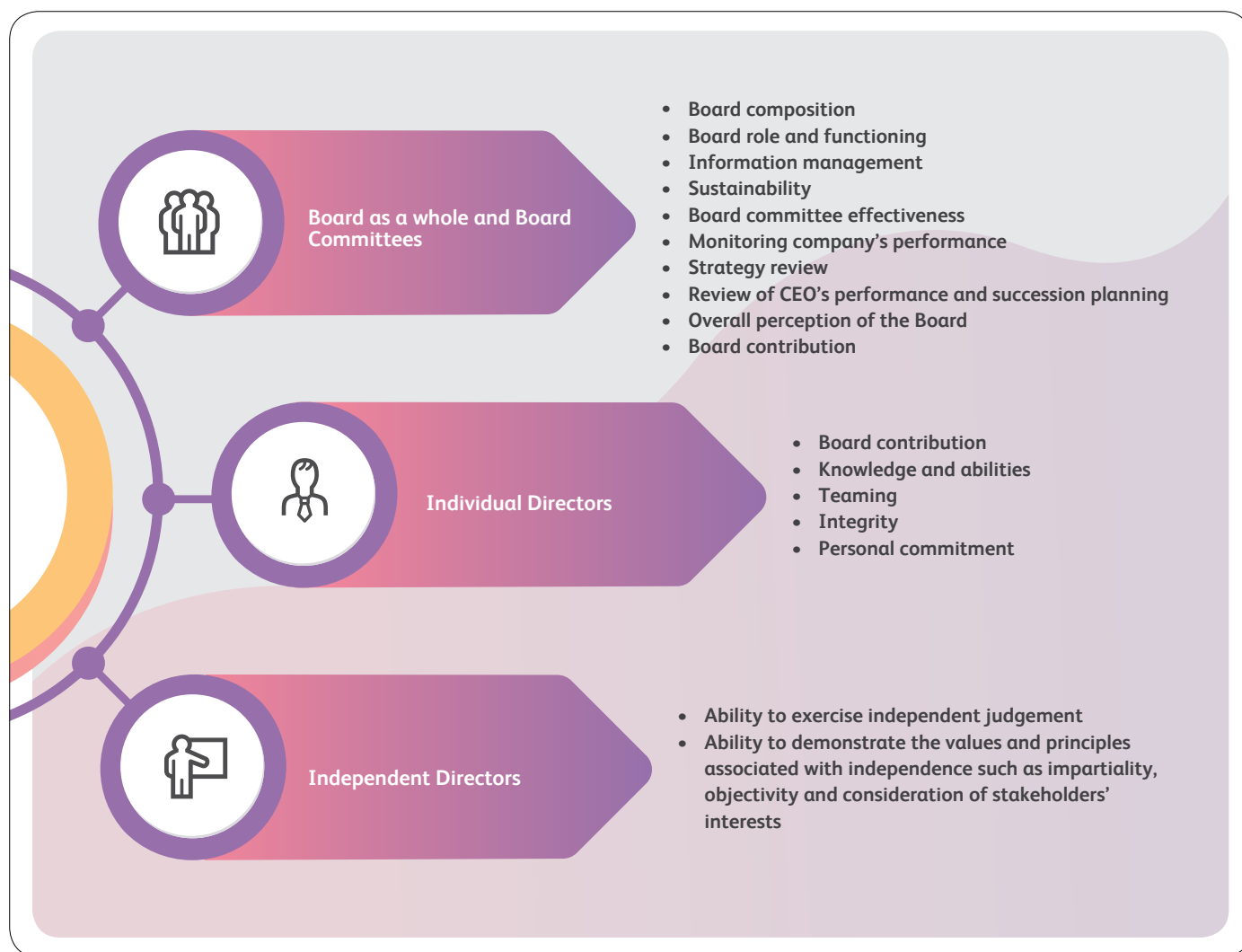
CORPORATE GOVERNANCE OVERVIEW

Annual Board Effectiveness Evaluation (“BEE”) for FY19

Our Board undergoes an annual assessment to review its performance. Apart from being an assessment of past performance, the BEE is used as a tool to identify the strengths and weaknesses of our Board, Board Committees and individual Directors to enable them to raise the bar on Board performance, which is a key trait of a progressive Board.

Similar to the previous year, the BEE for FY19 was conducted by our Nomination and Corporate Governance Committee (“NCGC”) and supported by our Company Secretary. The last evaluation that was carried out by an independent consultant was in respect of FY17. BEE FY19 was a 360° evaluation process with feedback from our individual Directors and Senior Leadership. The results did not indicate any significant weaknesses and found that our Board, Board Committees and each individual Director have continued to perform their duties satisfactorily and the level of independence shown by INEDs is high. Based on the findings, our Board has recommended the re-election of several Directors who will be retiring at the forthcoming Seventh AGM in June 2019 and will consider increasing the level of independent representation on our Board to bring it in line with the MCCG’s recommendation. In respect of Board responsibilities, enhancing board oversight over the execution of strategies and transformation plans is a key focus in FY20.

The scope of the BEE for FY19 covered the following areas:



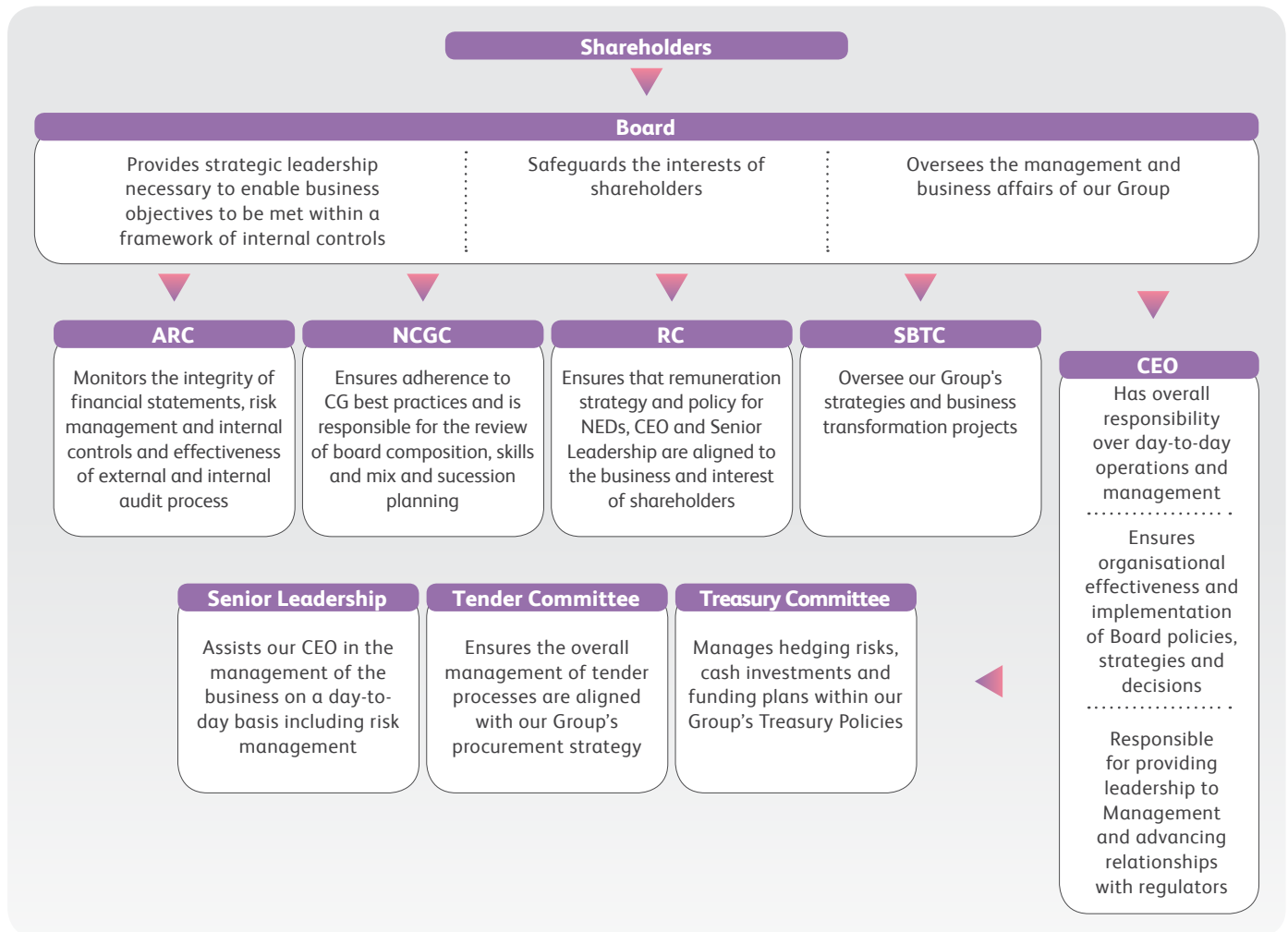
CORPORATE GOVERNANCE OVERVIEW

Application of MCCG

In accordance with Practice Note 9 of the MMLR, a summary of our CG practices during the financial year with reference to the three Principles of the MCCG is laid down below and should be read in conjunction with the CG Report.

Principle A: Board Leadership and Effectiveness

Our Governance Structure



Our Board is responsible for overseeing the management and business affairs of our Group, including 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 TORs. Our SBTC was established in March 2019 to assist our Board to oversee our Group's strategies and business transformation projects for profitable growth. Our Board has delegated the day-to-day management of the business to our CEO within the approved LOA, a document outlining the decision-making authority of our CEO and Senior Leadership.

Please refer to our corporate website for the Board Charter and Board Committee TORs, and description of the roles and responsibilities of our Board Chairman, individual Directors and CEO. The division of responsibilities between our Board Chairman and CEO ensures a balance of power and authority that is fundamental to governance. A list of Board reserved matters is also part of the Board Charter which is reviewed periodically by our NCGC and Board.

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

It is entrenched in the Board Charter that our Directors shall have access to Senior Leadership and, where necessary and appropriate, to independent advisors for the purposes of obtaining information and advice for them to discharge their responsibilities. Our Directors are insured against any liabilities incurred in the course of discharging their duties within the ambit permitted by the Act and each individual Director makes a contribution to the premium payable in respect of the Directors' and Officers' Liability Insurance taken by our Group.

CORPORATE GOVERNANCE OVERVIEW

Principle A: Board Leadership and Effectiveness

Our Board Composition

As at 31 January 2019, our Board comprised eight directors including our Non-Executive Chairman and our then Executive Director (“ED”)/GCEO.

FY19 was a year of transition, which saw the resignation of DRR as our ED and GCEO on 31 January 2019 after 23 years with Astro. In line with our Group succession plans, our Board announced the appointment of HT as our new CEO to lead our Group effective 1 February 2019.

Apart from the change of CEO, several changes to our Board composition took effect post FY19. Effective 15 February 2019, our Board comprises nine members, of whom four are INEDs including our Non-Executive Chairman and five are NINEDs. Our Company’s Constitution prescribes our Board size to be between three and 15 individual Directors.

TAZ and MM were appointed to our Board as NINEDs pursuant to the recommendation of our NCGC. VD was appointed as Alternate Director to LGK. Their profiles are on pages 60 to 63. Our Board believes that with their experience and capabilities, our new

Directors will introduce new dimensions to Board discussions that are beneficial to our business.

Arising from the above changes, 44% of our Board are INEDs in compliance with Paragraph 15.02(1) of the MMLR and 22% are women directors.

Independence and gender diversity

Our Board policy limits the tenure of INEDs to nine years to preserve independence of judgement. The need for independence and diversity is part of our Board selection criteria in assessing the suitability of candidates. However, high emphasis is also placed on merit and ability of the individual Director to contribute positively to the overall strengths of our Board as a whole, taking into consideration our Group’s future strategic direction. Importance is also placed on diversity from the perspective of a broad range of skills and competencies, experience, background and gender to ensure a more balanced and effective decision-making process.

Currently, the tenure of INEDs ranges from more than one to seven years. Other selection criteria are set out in our NCGC Report on pages 85 to 86.

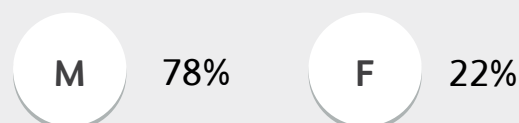
Skills and Experience



Board Balance and Composition



Gender Diversity



Tenure



Principle A: Board Leadership and Effectiveness

Fostering Commitment

Our Directors owe fiduciary duties to our Company and its shareholders. To discharge their duties as Directors, they are required to spend sufficient time on our Group's affairs including attending meetings of our Board and Board Committees, and meetings with our CEO and Senior Leadership throughout the year.

The annual Board meetings calendar is planned ahead prior to the commencement of each new financial year and the estimated time commitment is made known to our Directors upon acceptance of appointment. Our Directors are issued a Letter of Appointment that sets out, inter alia, duties and responsibilities, time commitment and entitlements. In addition, our Board policy for the acceptance of external board appointments requires a notification to be given to our Board and where there are potential conflicts of interest, consultation with our Board Chairman. Changes in directorships are tabled at quarterly Board meetings.

None of our Directors are currently serving on the board of more than five public listed companies on Bursa Securities. Our Board is satisfied that the present directorships in external organisations held by our Directors do not give rise to any conflict of interests nor impair their ability to discharge their responsibilities.

A total of 12 days were spent for Board meetings and presentations during FY19. In addition, our Directors participated in an offsite two-day strategic planning session with Senior Leadership as part of the annual planning cycle. However, engagements between our Board and Senior Leadership were not confined to the quarterly Board meetings, with there being regular and direct engagements between individual Directors and Senior Leadership through ad-hoc private sessions, pre-Board and pre-Board Committee meetings.

Attendance

	AGM ^(a)	%	Board ^(b)	%	ARC	%	NCGC	%	RC	%
Tun Dato' Seri Zaki bin Tun Azmi	1/1	100	12/12	100	-	-	4/4	100	-	-
Datuk Yvonne Chia	1/1	100	12/12	100	5/5	100	4/4	100	8/8	100
Renzo Christopher Viegas	1/1	100	12/12	100	5/5	100	-	-	-	-
Richard John Freudenstein	1/1	100	12/12	100	5/5	100	-	-	8/8	100
Dato' Rohana Rozhan	1/1	100	10/12 ^(c)	83	-	-	-	-	-	-
Lim Ghee Keong	1/1	100	11/12	92	-	-	-	-	8/8	100
Simon Cathcart	1/1	100	12/12	100	-	-	-	-	-	-
Shahin Farouque bin Jammal Ahmad	1/1	100	12/12	100	-	-	4/4	100	-	-

^(a) Sixth AGM held on 7 June 2018

^(b) Includes Board Presentations

^(c) Absent from 2 Board Meetings due to the need for abstention from resolutions in which she was interested

CORPORATE GOVERNANCE OVERVIEW

Principle A: Board Leadership and Effectiveness

Induction and Continuing Education Programme

Our Directors regularly attend seminars and briefings to update their knowledge of our industry and business landscape. Briefings were organised as necessary in conjunction with our quarterly Board meetings, and our Directors attended various external training. The Corporate Secretarial team notifies our Directors of available programmes and monitors their training budget. Our Directors also received regular briefings on the market outlook, competitive landscape, consumer demographics as well as trends and technological developments. Several Directors were guest speakers at conferences and provided lectures at institutions of higher learning.

Newly appointed Directors were given an induction, which included management briefings and visits to our broadcast and operation centres to facilitate their understanding of our Group and key business drivers. Presentations covering different areas such as technology, content, customer and operations as well as the competitive and regulatory landscape in which our Group operates were arranged for our new Directors.

All our Directors have completed the Mandatory Accreditation Programme as prescribed by Bursa Securities.

A list of seminars/trainings which our Directors participated in as at 31 January 2019 is summarised below:

In-house training

Date	Training/Course	Attendance
June 2018	Demystifying Artificial Intelligence and Advanced Applications and Opportunities for the Media Industry	TZA, DYC, RJF, RCV
September 2018	– Director's obligations under the Income Tax Act 1967; – The New Service Tax (including transition) legislations and issues; and – Litigation Tax Cases – Special Commissioners/Tribunal versus Judicial Review.	DYC, LGK, RCV, SC, SF

External training

A. Corporate Governance, Risk Management and Internal Control

Date	Training/Course	Attendance
February 2018	Mandatory Accreditation Programme	RCV
March 2018	Mandatory Accreditation Programme	SF
August 2018	Annual Corporate Governance Seminar	LGK
	Advocacy Programme on Corporate Governance Assessment Using the Revised Asean Corporate Governance Scorecard Methodology	TZA
October 2018	Independent Director's Programme – The Essence of Independence	TZA

CORPORATE GOVERNANCE OVERVIEW

Principle A: Board Leadership and Effectiveness

B. Economics, Finance and Business

Date	Training/Course	Attendance
March 2018	Bank Negara Malaysia Annual Report 2017 and Financial Stability and Payments Systems Report 2017	DYC
June 2018	The 22 nd Malaysian Banking Summit	DYC
July 2018	Penang Economic Development Strategy	LGK
October 2018	Retail Credit Risk Briefing	DYC
	Khazanah Megatrends Forum 2018	TZA
November 2018	Bank Negara Malaysia – The Financial Institutions Directors' Education Forum Board Conversation dialogue with senior officials of Bank Negara Malaysia	DYC
September 2018	Chartered & Fellowship Masterclass	DYC
	Roundtable with UK-ASEAN Business Council	DRR
October 2018	Anti-Corruption Summit 2018	TZA

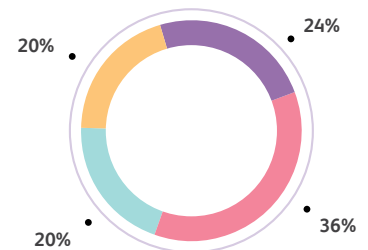
C. Media and Technology

Date	Training/Course	Attendance
March 2018	ASEAN-Australia Business Summit 2018 CEO Forum Roundtable	DRR
April 2018	The International Market for Content Development and Distribution (MIPTV) 2018	DRR
	Asia Pacific Pay-TV Operators Summit 2018 (APOS)	
October 2018	Overview of Vodafone Strategy	LGK

D. Board Leadership and Management

Date	Training/Course	Attendance
June 2018	Problem Solving and Communication Skills Workshop	LGK
July 2018	Leading Change – A Personal Journey	DYC
	Financial Sector Talent Enrichment Programme – Prominent Leader session	DYC
	Engagement with Employees in the Northern region	LGK
December 2018	Lean In unConference 2018	DYC

	No. of training	Percentage %
● Corporate Governance, Risk Management and Internal Control	6	24
● Economic, Finance & Business	9	36
● Media & Technology	5	20
● Board Leadership & Management	5	20
Total	25	100



CORPORATE GOVERNANCE OVERVIEW

Principle A: Board Leadership and Effectiveness

Our Remuneration Policies

Our Board remuneration philosophy sets out that NEDs' remuneration should be adequate to attract, retain and motivate individuals of the necessary calibre, expertise and experience to join our Board. In determining NEDs' remuneration, various factors are considered including changes in the business, market environment, time commitment as well as directors' remuneration in local and regional companies which operate in similar businesses and are comparable in size and market share. Our policies are subject to periodic review and change, where relevant to our business.

NEDs' remuneration adheres to a schedule of fixed fees in accordance with their responsibilities on our Board and Board Committees. They are entitled to be reimbursed for expenses which are reasonably incurred by them in the discharge of their duties such as travel and accommodation, mobile and broadband expenses. Fees were not paid to our then ED/GCEO. There is an established process for the reimbursement of expenses incurred by NEDs which require the approval of our Board Chairman, while his expenses are in turn subject to review and approval by our ARC Chairman.

	Fees (RM'000)								
	Chairman	Member	Board Committees						
			ARC		NCGC		RC		
			Chairman	Member	Chairman	Member	Chairman	Member	
Non-Executive Directors									
Tun Dato' Seri Zaki bin Tun Azmi	401	94	-	-	35	-	-	-	
Datuk Yvonne Chia	-	261	-	20	-	16	35	-	
Renzo Christopher Viegas	-	261	41	-	-	-	-	-	
Richard John Freudenstein	-	261	-	20	-	-	-	16	
Lim Ghee Keong	-	261	-	-	-	-	-	16	
Simon Cathcart	-	261	-	-	-	-	-	-	
Shahin Farouque bin Jammal Ahmad	-	261	-	-	-	16	-	-	
	401	1,660	41	40	35	32	35	32	

The remuneration paid to our then ED/GCEO in FY19 is set out in the table below:

	Salary (RM'000)	Bonus (RM'000)	Other Emoluments (RM'000) ^(a)	Benefits in Kind (RM'000) ^(b)	Total (RM'000)
Executive Director					
Dato' Rohana Rozhan	4,691	4,500	1,582	35	10,808

(a) Inclusive of statutory contributions and flexible benefits

(b) Inclusive of driver, car and fuel allowance

Analysis of Total Directors' Fees and Benefits in respect of FY19

The aggregate amount of Directors' fees and benefits paid by the Company in respect of FY19 amounted to approximately RM2.43 million compared to RM2.09 million in FY18. The increase in fees paid amounting to approximately RM0.34 million was primarily due to a revision in NEDs' remuneration rates which was approved at the Sixth AGM held on 7 June 2018.

CORPORATE GOVERNANCE OVERVIEW

Individual Directors do not participate in discussions and decisions relating to their own remuneration. In line with CG best practices, our NEDs do not participate in our Management Share Scheme (“Share Scheme”) to ensure independence of judgement.

Our current NEDs' fees and benefits were approved by our Company's shareholders at the Sixth AGM in June 2018. In accordance with Section 230 of the Act, shareholders' approval is sought on an annual basis for directors' fees and benefits. At the forthcoming Seventh AGM in June 2019, our Board is seeking approval for NEDs' remuneration rates, payable on a monthly basis and/or as and when incurred based on the same remuneration rates that were approved last year. Our RC and Board had reviewed the rates and are of the view that they remain competitive and appropriate, and hence no changes are required.

The fees and benefits paid to or incurred on behalf of NEDs' individually in FY19 are set out in the table below, representing a total amount of approximately RM2.43 million, which is within the approval obtained from our shareholders for payment of directors' fees and benefits at the Sixth AGM.

	Meeting Allowance (RM'000)	Salary (RM'000)	Bonus (RM'000)	Other Emoluments (RM'000) ^(a)	Benefits in Kind (RM'000) ^(b)	Total (RM'000)
	14	-	-	-	30	574
	23	-	-	-	-	355
	17	-	-	-	-	319
	22	-	-	-	-	319
	21	-	-	-	-	298
	12	-	-	-	-	273
	14	-	-	-	-	291
	123	-	-	-	30	2,429

The number of Directors within the required disclosure bands are as follows:

Executive Director/ Group Chief Executive Officer	No. of Directors
RM10,800,000 – RM10,850,000	1
Non-Executive Directors	
RM250,001 – RM300,000	3
RM300,001 – RM350,000	2
RM350,001 – RM400,000	1
RM550,001 – RM600,000	1

CORPORATE GOVERNANCE OVERVIEW

Principle A: Board Leadership and Effectiveness

CEO Remuneration

The details of remuneration paid to DRR, our then GCEO up to 31 January 2019 are set out in the remuneration table on page 80.

HT, our new CEO came into office on 1 February 2019 for a period of three years based on terms that were recommended by our RC and approved by our Board after a process of benchmarking and discussions. He is entitled to a fixed basic salary over the three-year contractual period as well as annual performance bonus at our Board's discretion subject to meeting our Group's performance targets. In addition to basic salary and EPF, benefits such as a company car or fixed car allowance, driver and medical coverage are provided. Either party may terminate the employment by giving six months' prior written notice.

Our CEO's performance is measured by individual and corporate performance based on the agreed KPIs established by our Board set out in the FY20 Company Scorecard, which contains both financial and non-financial KPIs that are necessary to ensure the achievement of our Group's short-term and long-term goals.

Our Code of Business Ethics ("COBE"), Conflict of Interest and Whistleblowing Policy

Our Group is committed to upholding a high standard of business ethics in engagements with all our stakeholders. The COBE, which is published on our corporate website, outlines the principles and best practices to be applied when conducting business. It is essential that fair and impartial practices in compliance with all laws and regulations are applied in our business conduct and relationships.

Our Directors have individually acknowledged and confirmed that they have read the COBE and will abide by the provisions contained therein. Our employees are also required to affirm their acceptance and understanding of the COBE via an online learning, assessment and certification programme annually.

Under the MMLR and the Act, 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. As part of conflict monitoring, the directorships and shareholdings in companies outside Astro held by our Directors, and any changes thereto, are tabled at each quarterly Board meeting. Our Directors' shareholdings in our Company are reported on page 149. Notifications from our Directors and principal officers in respect of any dealings in Astro shares during closed and open periods were announced to Bursa Securities, as required under the MMLR. Our Directors and principal officers have been reminded of the prohibition from dealing in such shares if they are in possession of price sensitive information.

Our Group has in place a Whistleblowing Policy and Procedures, which is under the purview of our ARC and managed by Corporate Assurance ("CA").

CORPORATE GOVERNANCE OVERVIEW

Principle B: Effective Audit and Risk Management

Our Board is assisted by our ARC in the oversight of the financial reporting and audit process to ensure that the financial statements give a true and fair view of our Group's financial position and comply with the applicable financial reporting standards. In addition, our ARC is responsible for reviewing our GRMF including our Group risk appetite and risk tolerance.

A robust risk management framework and sound internal control procedures are in place to provide continuous process to manage risks that may affect the achievement of our business and strategies to an acceptable level within the Group risk appetite. In FY19, our Board carried out an assessment of our overall governance framework and decided to retain the risk management functions within our ARC after taking into consideration our Group's specific circumstances, board size and composition.

The performance of our ARC in FY19 was evaluated as part of the annual BEE and the findings indicated that our ARC has discharged its responsibilities.

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 our stakeholders to properly 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 via our corporate website, including public announcements, financial results, analyst presentations, charters and annual reports. As part of our investor relations policy, there are regular engagements between Senior Leadership and the Investor Relations team with research analysts, fund managers and the wider investment community.

Annual General Meeting

The AGM is a key forum for communication between our Board, Senior Leadership and shareholders. Notice of our Sixth AGM in 2018 was issued at least 28 days before the AGM date to ensure sufficient time for our shareholders to plan proxy lodgement. We are encouraged by the participation at our Sixth AGM held on 7 June 2018, which was attended by over 3,000 shareholders and proxies representing 87.75% of our Company's issued share capital. Our Directors and Senior Leadership engaged with our shareholders at the AGM and addressed their queries regarding our Group's financial and business performance.

Designated Contact Persons

Queries and concerns may be directed to our Board through the following individuals:

Datuk Yvonne Chia

(Senior Independent Non-Executive Director)
c/o Corporate Secretarial Team
3rd Floor, Administration Building
All Asia Broadcast Centre
Technology Park Malaysia
Lebuhraya Puchong-Sungai Besi, Bukit Jalil
57000 Kuala Lumpur
Tel No. : +603 9543 9267
Email Address : yvonne_chia@astro.com.my

Shafiq bin Abdul Jabbar (Chief Financial Officer)

Tel No. : +603 9543 6688 ext 2729
Email Address : shafiq_aj@astro.com.my

Liew Wei Yee Sharon (Company Secretary)

Tel No. : +603 9543 6688 ext 3404
Email Address : sharon_liew@astro.com.my

REMUNERATION COMMITTEE REPORT

Composition

Our RC was established by our Board on 1 April 2011 and comprises NEDs, with a majority being independent. The members of our RC are as follows:

Name of RC Member	Appointment Date	Designation/ Directorate
Datuk Yvonne Chia	1 August 2016	Chairman/Senior INED
Richard John Freudenstein	1 February 2017	Member/INED
Lim Ghee Keong	6 December 2017	Member/NINED

There were no changes to our RC composition in FY19.

Key Role and Responsibilities

Our RC assists our Board on matters relating to the remuneration of NEDs and CEO, and reviews the remuneration policy to ensure the ability to attract, motivate and retain talent. In determining NEDs' remuneration, our RC is guided on the key principles underpinning our Board's policies for NED remuneration, which include an assessment of the individual's experience, time commitment, level of responsibilities and complexity shouldered, special assignments and risk. The RC's TOR is published on our corporate website.

Summary of Activities in FY19

During FY19, our RC held eight meetings in the process of discharging its responsibilities. Matters considered by our RC during the year included but are not limited to the following:

(i) In respect of FY18 annual matters:

- (a) Reviewed and recommended the revised NEDs' remuneration rates to our Board after a detailed benchmarking process. Shareholders' approval was obtained for the revised rates at the Sixth AGM on 7 June 2018.
- (b) Assessed our Group's performance against the approved FY18 Company Scorecard and based on the overall achievement, recommended the overall

bonus and merit increment proposal for our Group's employees including our then GCEO to our Board for approval. In line with its TOR, our RC also noted the evaluation of our then GCEO's direct reports to ensure a consistent and appropriate performance evaluation.

- (c) Endorsed the remuneration disclosures that were set in the Annual Report 2018.
- (ii) Administered the Share Scheme and among other activities, considered the status of outstanding share awards including share awards which were due for vesting. Our RC reviewed the criteria for vesting which are based on our Group's performance and where appropriate, made recommendations to our Board for the awards to vest or lapse. Certain share awards granted to Senior Leadership in FY16 lapsed in FY19 due to non-achievement of the vesting criteria over three years. Details on the outstanding share awards and vesting are set out on page 315.
- (iii) Reviewed, benchmarked and recommended our new CEO's remuneration package and terms of employment to our Board for approval.
- (iv) Reviewed the scope of our RC's responsibilities to ensure adherence to the MMLR and guidance issued by Bursa Securities.

NOMINATION AND CORPORATE GOVERNANCE COMMITTEE REPORT

Composition

Our NCGC was established by our Board on 1 April 2011 and comprises NEDs, with a majority being independent. The members of our NCGC are as follows:

Name of NCGC Member	Appointment Date	Designation/ Directorate
Tun Dato' Seri Zaki bin Tun Azmi	15 August 2012	Chairman/INED
Datuk Yvonne Chia	24 April 2015	Member/Senior INED
Shahin Farouque bin Jammal Ahmad	6 December 2017	Member/NINED

There were no changes to our NCGC composition in FY19.

Key Role and Responsibilities

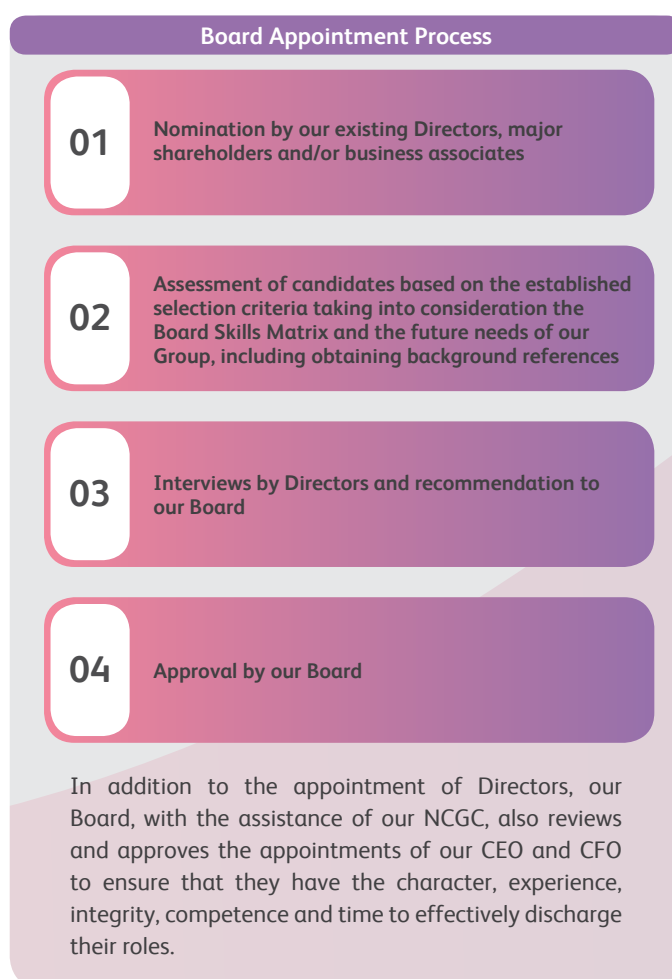
Our NCGC assists our Board on matters relating to the selection and appointment of members of our Board and Board Committees, including reviewing the board size and composition. It is also responsible for reviewing the CG practices within our Group and ensuring an appropriate level of disclosure and transparency of our CG practices. The NCGC's TOR is published on our corporate website.

Appointment of Directors

Nominations for appointment to our Board will be assessed by our NCGC based on the established Board Selection Criteria set out below, thus ensuring that each of our Directors has the character, experience, integrity, competence and time to effectively discharge his role as a Director:

- 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 his responsibilities
- Unblemished reputation for integrity and ability to exercise good business judgement

Our NCGC also takes into consideration any gaps that may be identified in the Board Skills Matrix, which is an annual review of the competencies of our current Directors mapped against competencies required to fulfil our Group's ambitions and strategies. The following chart depicts the process for Board appointments:



NOMINATION AND CORPORATE GOVERNANCE COMMITTEE REPORT

Board Effectiveness Evaluation and Annual Re-election of Directors

Our annual BEE is facilitated by our NCGC with assistance from our Corporate Secretarial team. Our NCGC will determine at periodic intervals on the engagement of an external facilitator to provide an independent assessment of the effectiveness of our Board, Board Committees and individual Directors as well as valuable insights on good board practices. The action plans arising from the BEE will be monitored by our NCGC. The results of the BEE is, among others, used for the purposes of recommending the annual re-election of our Directors to our Board and shareholders for approval.

Summary of Activities in FY19

During FY19, our NCGC held four meetings in the process of discharging its responsibilities and considered matters which included but are not limited to the following:

- (i) In respect of FY18 annual matters:
 - (a) Administered the BEE for FY18 encompassing an evaluation of our Board as a whole, our Board Committees, individual Directors and INEDs, and monitored the progress of action plans arising from the assessment.
 - (b) Reviewed the eligibility of our Directors who retired pursuant to our Company's Constitution and recommended them for re-election at the Sixth AGM in June 2018.
 - (c) Endorsed the CG disclosures that were set in the Annual Report 2018.
- (ii) Conducted the BEE for FY19. A summary of the BEE for FY19 is reported on page 74.
- (iii) Reviewed and recommended the nomination of additional Directors to our Board, having regard to our Board Selection Criteria and Board Skills Matrix, as well as the provisions of the MMLR and MCCG in respect of independence and women directors.
- (iv) Carried out an analysis of our Group's CG practices, policies and procedures taking into consideration the MCCG Principles and Practices, and in areas where a departure is noted, considered the alternative means that are in place and/or required to achieve the intended outcomes.
- (v) Reviewed our Group's succession plans for key and critical positions, ensuring that an emergency cover plan for critical leadership roles is in place at all times, and an adequate talent pipeline.
- (vi) Reviewed the scope of our NCGC's responsibilities to ensure adherence to the MMLR and guidance issued by Bursa Securities.

AUDIT AND RISK COMMITTEE REPORT

Composition

Our audit committee was established by our Board on 1 April 2011 and was redesignated as ARC on 6 December 2018. The members of our ARC are as follows:

Name of ARC Member	Appointment Date	Designation/ Directorate
Renzo Christopher Viegas	1 December 2017	Chairman/INED
Datuk Yvonne Chia	1 January 2014	Member/Senior INED
Richard John Freudenstein	30 September 2016	Member/INED

The composition of our ARC complies with the MMLR and MCCG as all three ARC members are INEDs. The ARC Chairman has in-depth accounting and related financial management expertise and hence, our ARC meets the requirements of paragraph 15.09(1)(c) of the MMLR, which stipulates that at least one member of the audit committee must be a qualified accountant.

There were no changes to our ARC composition in FY19.

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.

The composition of the ARC also complies with Practice 8.2 of the MCCG 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. No former audit partner has been appointed to our ARC to date.

Meeting Attendance

In FY19, five ARC meetings were held and each met the requisite quorum stipulated in the ARC Charter, with at least two members present, of whom are all members independent directors. Details of ARC meeting attendance can be found in the table on page 77.

Senior Leadership from the business, finance, IT and legal functions were invited to attend ARC meetings to facilitate deliberations as well as to provide clarification on their areas of responsibility. Where required, the relevant management representatives were

invited to provide explanation to our ARC on specific control lapses and issues noted from the audit reports. In addition to the above, representatives from the external auditor, PricewaterhouseCoopers ("PwC") and CA also attended the meetings and presented their reports on external and internal audit matters. An update of the 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.

Pre-ARC meetings were also organised prior to the quarterly ARC meetings to enable early escalation and resolution of any significant issues.

Our ARC Chairman and certain ARC members had also met separately with the Vice President, CA and PwC, as necessary, without the presence of Management. Our ARC Chairman further engages on a continuous basis with Senior Leadership, particularly the CFO, the Vice President, CA and PwC, to keep abreast of matters and issues affecting our Group.

Roles and Responsibilities

During FY19, our ARC continued to play a key role in assisting our Board to fulfil its oversight responsibilities. Our ARC's principal activities were focused on ensuring the integrity of our Group's financial reporting process, monitoring the management of risk and system of internal control, external and internal audit process, compliance with legal and regulatory matters as well as the COBE. In the discharge of its responsibilities, our ARC is guided by the ARC Charter, which was last reviewed and approved by our Board in March 2018 and published on our corporate website.

AUDIT AND RISK COMMITTEE REPORT

Our ARC's key focus areas throughout FY19 are summarised below:

(a) Financial Reporting

- Reviewed and recommended to our Board, the quarterly financial reports to be released within two months from the end of each quarter ended April 2018, July 2018, October 2018 and January 2019; the FY18 Audited Financial Statements in March 2018 and the related press releases/announcements including whether the said reports are balanced and understandable and provide information necessary for shareholders to assess our Group's performance.
- Reviewed our Group's solvency and ability to continue as a going concern on a quarterly basis as part of the dividend proposal and approval of the Audited Financial Statements, respectively.
- Our ARC received regular updates on the developments of new accounting standards and considered the impact of those standards on our Group's financial reporting process.

(b) External Audit

- Continued to oversee the relationship with, and performance of PwC, including making the recommendation on their reappointment for FY20 and approval of their fee.
- Assessed the effectiveness of the external audit process and appropriateness of the audit scope, including the review and/or approval of the audit plans and findings of external audit.
- Reviewed PwC's annual audit report which sets out the key audit matters and management letters on internal control matters, including Senior Leadership's response and the level of co-operation given by employees to PwC.
- Reviewed auditor independence and the provision of non-audit services on a quarterly basis.

(c) Internal Audit

- Continued to monitor and review the effectiveness of the CA function and scope of audit, including the audit plans and findings.
- Reviewed the performance appraisal and approved the performance rewards of the Vice President, CA and the adequacy of internal audit resources.

(d) Risk Management and Internal Controls

- Reviewed and exercised oversight over the Group risk transformation initiatives and risk management systems and processes, including the risk appetite and tolerance.
- Reviewed the effectiveness of the system of internal controls, taking into account findings from internal and external audit reports.
- Reviewed the Statement on Risk Management and Internal Control ("SORMIC") for inclusion in the Integrated Annual Report 2019.

(e) Other Matters

- Received updates on the following areas:
 - business and financial performance across our Group, including cost rationalisation measures
 - competitive landscape as well as new partnerships or JVs in the industry that our Group competes in
 - cyber security, treasury, tax, regulatory and legal matters
 - customer data quality and analytics, succession planning and talent pipeline.
- Reviewed reports on Related Party Transactions ("RPTs").
- Reviewed Disclosures reported to the Whistleblowing Line channels which are in place to enable whistleblowers to raise concerns ("Disclosures") in confidence and the investigation into Disclosures reported to ensure that appropriate action is taken, where applicable.
- Reviewed the verification performed by CA on the allocation of shares to eligible employees to ensure compliance with the By-laws of the Management Share Scheme approved by our Board and shareholders on 3 August 2012.

Financial Reporting

Our ARC's primary responsibility in relation to our Group's financial reporting is to review, alongside Senior Leadership and PwC, the quarterly unaudited financial statements and annual Audited Financial Statements, concentrating on, among other matters:

- The accounting principles and standards that were applied to ensure compliance with applicable approved accounting standards and legal requirements;
- Material areas in which significant judgements have been applied; and
- Whether the Integrated Annual Report 2019 and annual Audited Financial Statements FY19, taken as a whole, is fair, balanced and understandable and provides information necessary for shareholders to assess our Group's performance.

AUDIT AND RISK COMMITTEE REPORT

As part of the reviews of the financial statements, the significant accounting issues considered and actions taken by our ARC are as follows:

Issue	Description	Action Taken by our ARC	Outcome
Goodwill, brands and spectrum impairment assessment	Our Group has intangible assets which included goodwill, brands and spectrum balance of RM1,508 million as at 31 January 2019. Significant judgement is required in setting the assumptions underpinning the calculation of the value in use of the cash generating units. Senior Leadership has performed an impairment assessment over the goodwill, brands and spectrum 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.	Our ARC had reviewed the annual impairment assessment performed by Senior Leadership as well as the work performed by PwC. This included PwC's review of Senior Leadership's cash flow projections, sensitivity analyses as well as Senior Leadership's assumption on revenue growth rates, terminal growth rates and discount rates. PwC had reported explicitly on this matter in its audit opinion and found that the assumptions related to the above rates are reasonable, relative to historical results, industry and market forecasts. Based on the procedures performed above, PwC did not find any material exceptions to the Directors' conclusion that no impairment is required for goodwill, brands and spectrum rights as at 31 January 2019.	Our ARC is satisfied that the assumptions made by Senior Leadership are reasonable and that the sensitivity analyses were appropriately applied to ensure the robustness of the annual impairment assessment.
Subscription revenue recognition	There is an increased level of inherent risk due to error in revenue recognition given the complexity of the billing and accounting systems.	Our ARC reviewed PwC's assessment of the overall IT general controls of the billing and accounting systems of the revenue data recorded.	Our ARC is satisfied that there is no material exceptions in the accuracy of the subscription revenue.
Assessment of funding requirements and ability to meet short-term obligations	As at 31 January 2019, our Group's short-term borrowings, payables and accruals totalling exceeded current assets by RM438 million, which may impact the ability of our Group to meet its short-term obligations.	Our ARC reviewed management's assessment of our Group's prospects, including the cash flow projection and plans to meet our Group's commitments for the 12-month period to 31 January 2020.	Based on the review, which also incorporated sensitivity analyses, our ARC is satisfied that our Group has sufficient resources and working capital to meet its short-term obligations and accordingly, continue to adopt the going concern basis in preparing the financial statements.

During FY19, our ARC also received updates on and reviewed the impact assessment from the adoption of the accounting standard MFRS 16 on leases, which would impact our Group's financial reporting upon adoption in FY20.

AUDIT AND RISK COMMITTEE REPORT

External Audit

In FY19, the following criteria were assessed and considered by our ARC before recommending the reappointment and remuneration of PwC.

Independence	Audit and Non-Audit Services
Our ARC reviewed PwC's FY19 written affirmation of its independence to act as the Company's external auditors in accordance with the relevant professional and regulatory requirements. Our Group has also restricted the employment of former employees of PwC to ensure independence and for avoidance of any conflict of interest. In FY19, there was no employment of any PwC employee that was reported to our ARC.	Our ARC is cognisant that while it is important that PwC's independent role in reporting to the shareholders is not compromised, it is equally important that our Group is not deprived of expertise as and when it is needed. Our Board has therefore adopted a Policy on the Provision of Audit and Non-Audit Services by the external auditors based on the general principle that the external auditors should not perform non-audit services that may impair its objectivity and independence. During FY19, our ARC approved a revised policy on the provision of non-audit services by the external auditor, effective 1 February 2019. Under the new policy, the three-year rolling average engagement fee for non-audit services is limited to 50% of the statutory financial audit and interim review fees which were approved by our Board for the immediate preceding financial year. Any non-audit services exceeding the above threshold will require specific pre-approval by our ARC. During FY19, the Group and the Company incurred non-audit fees of RM1.16 million and RM Nil respectively. These non-audit fees were incurred in connection with the performance of agreed upon procedures, regulatory compliance reporting, tax and advisory services. 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 from the provision of non-audit services.
Audit planning and working with PwC	Effectiveness and Quality
Our ARC reviewed PwC's detailed audit plan identifying their audit scope, approach and assessment of key audit risks. The Group's key attributes and business transformation workstreams in FY19 were also considered in determining PwC's areas of emphasis. The audit plan was approved by our ARC on 25 September 2018. During FY19, our ARC met with PwC on two occasions, separately, without the presence of Senior Leadership. These sessions allowed our ARC and PwC to focus on areas that might not have been specifically addressed as part of the audit and where PwC can provide additional, candid and confidential comments to our ARC.	Our ARC reviewed the evaluation on PwC's performance and effectiveness which was coordinated by the Company Secretary. The annual assessment covered: • Independence, objectivity and professional scepticism • PwC's financial stability, risk profiles 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 2019 with feedback obtained from our ARC, Senior Leadership and CA and a self-assessment by PwC. Based on the said evaluation, our ARC is satisfied with PwC's performance throughout FY19.

AUDIT AND RISK COMMITTEE REPORT

Audit planning and working with PwC	Effectiveness and Quality
Matters discussed included, among others, PwC's assessment of the tone at the top, ethical values and integrity of Senior Leadership, quality of financial management and reporting, confirmation that there has been no restriction in scope placed on them by Senior Leadership, and cooperation from various levels of Senior Leadership as well as internal auditors.	In addition, our ARC also 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.

Based on the above, our ARC recommended to our Board the reappointment of PwC for FY20 at the forthcoming Seventh AGM in June 2019. FY20 marks the fourth year of engagement with the current audit partner.

Internal Audit

Our ARC is supported by CA which provides independent validation on the risk management, control and governance processes of our Group. The Vice President of CA reports functionally and administratively to our ARC Chairman. In November 2018, Rizal Khalid was appointed the Vice President of CA to replace Sze Yuet Sim who has headed CA since January 2000. Rizal Khalid holds a Bachelor of Commerce (Accounting and Finance) from University of Melbourne and is a member of Chartered Accountants of Australia and New Zealand.

CA's role is governed by the CA Charter to ensure that CA's purpose, authority and responsibility reflect the developments in CA's activities and are in line with best practices promulgated by internal audit professional bodies. The latest CA Charter was approved by our ARC in March 2018.

At the start of the year, our ARC considered and approved CA's annual review plan that included audits of business and support units across the Group, as well as assurance over live projects. On a quarterly basis, the review plan is assessed and updated taking into account changes in the business and operating environment. Changes to the review plan were communicated promptly to our ARC. There is also regular liaison among CA and other assurance functions such as Process Improvement and Revenue Assurance ("RA"), Group Risk Management ("GRM") and PwC to monitor and ensure the effectiveness of the risk governance framework and management processes of our Group.

During FY19, our ARC reviewed the report findings from CA's planned and ad hoc reviews and the actions taken to implement the recommendations made in the reports. Members of Senior Leadership were invited from time to time to provide clarification on the findings and updates on the action taken, where applicable. In certain instances, our ARC also challenged Management on the actions it took to minimise the chances of lapses and ensure that material findings are adequately addressed within a reasonable time frame. The planned reviews included financial, operational, technology and information systems audits and project reviews across all business units within our Group. The ad-hoc reviews included, among others, governance enhancement reviews related to policies and procedures, RPTs and special reviews based on Disclosures reported to the Whistleblowing Line and other channels. All CA reports were provided to our ARC. A summary of CA's findings and progress status against previously agreed action plans is tabled quarterly at ARC meetings.

AUDIT AND RISK COMMITTEE REPORT

As at 31 January 2019, there were a total of 14 internal auditors based on an approved headcount of 17 auditors, all of whom possess tertiary qualifications. The number of years of internal audit experience and competencies of our 14 auditors as at 31 January 2019 are as follows:

Years of internal audit experience	0 – 5	5 – 10	>10	Total
Number of auditors	3	2	9	14

Competencies	% of auditors
Accounting and Finance	35
Information Technology	26
Risk Management	13
Banking	17
Telecommunications	9

All CA team members had declared to our ARC that they are free from any relationships or conflicts of interest which would impair their objectivity or independence.

CA staff are kept abreast of the developments in the profession and industry through attendance at training aimed at equipping them with the relevant skills appropriate to their respective levels such as cyber security and cloud security operations. In addition, they are also encouraged to pursue professional certifications including Certified Internal Auditor (CIA), Certified Information System Auditor (CISA) and Certified Fraud Examiner (CFE).

The total operational costs incurred for CA in FY19 amounted to approximately RM5.7 million (FY18: RM3.7 million).

Our ARC had reviewed the CA function and its KPIs to ensure that CA's activities are performed independently, proficiently and with due professional care. The effectiveness of CA is assessed based on specific measures that include, but are not limited to:

- Feedback received from business units audited via an auditee satisfaction survey using an automated tool.
- An annual review coordinated by our Company Secretary in March 2019 with feedback sought from our ARC, Senior Leadership and PwC. The areas assessed include audit planning and resources, skills and experience, and work programme.

Based on the evaluation results, our ARC is satisfied with the performance of CA and noted several areas of improvements for CA to address in FY20.

AUDIT AND RISK COMMITTEE REPORT

Risk Management and Internal Controls

Our Board is responsible for establishing and maintaining our Group's system of internal controls and risk management and for reviewing their effectiveness.

During FY19, our ARC assisted the Board in ensuring that a robust process for identifying, evaluating and managing the key business risks faced by our Group is in place and operating effectively. Our ARC reviewed our Group's Key Risk Profile with a focus on the risks identified on pages 29 to 32. In addition, our ARC reviewed the adequacy and effectiveness of the system of internal controls based on the results of the work performed by PwC and CA tabled in our ARC meetings on a quarterly basis.

Further details on our Group's risk management process, as reviewed by our ARC, are included in the SORMIC on pages 95 to 99.

Other Matters

Related Party Transactions	Integrity and Ethics
On a quarterly basis, our ARC 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 expenditure on Recurrent Related Party Transactions ("RRPTs") is within the mandate approved by the shareholders For FY19, our ARC also reviewed the estimated RRPT mandate for the ensuing year and the 2018 Circular to Shareholders in respect of new, and the renewal of, shareholders' mandate for RRPTs, prior to seeking Board approval.	Our Group has adopted the Whistleblowing Policy and Procedures which were established to enable whistleblowers to raise concerns in confidence, and to ensure proportionate and independent investigation is duly conducted and follow-up actions are taken and brought to the attention of our ARC. In March 2018, our ARC reviewed the Whistleblowing Policy and Procedures and concluded that the policy and procedures currently in place are appropriate and adequate. During FY19, CA which manages the Whistleblowing Line received a total of 11 ethics, conflict of interest and integrity-related Disclosures which were reported by various parties including employees and external parties. On a quarterly basis, our ARC reviewed CA's report on the cases reported through the Whistleblowing Line and other available channels as well as the status of investigation (where applicable) into these cases. For FY19, our ARC is satisfied that there were no cases with significant impact to our Group.

Quarterly Updates

Our ARC also 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.
- 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 FY19 Audited Financial Statements on pages 171 to 297.

AUDIT AND RISK COMMITTEE REPORT

Integrated and Sustainability Reporting

Our ARC plays an oversight role in respect of the company's Integrated Annual Report. Our ARC considered the information disclosed in the Integrated Annual Report 2019 and has assessed its consistency with operational and other information known to our ARC, and for consistency with the annual financial statements. Our ARC is satisfied that the sustainability information is in all material respects, reliable and consistent with the financial results and nothing has come to the attention of our ARC to indicate any material deficiencies.

Key Focus for FY20

The key priorities of our ARC for FY20 are to continue the focus on:

- The integrity of our Group's financial accounting and reporting, including the quality of earnings considering the competitive environment that our Group operates in;
- The robustness, rigour and quality of the external and internal audit process as well as risk management especially in relation to cyber security risk;
- Rationalisation of the business and operations; and
- Content and IP creation in line with our Group's strategic imperatives.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Introduction

Our Board is responsible and accountable for the adequacy and effectiveness of our Group's risk management and internal control system. The system comprises a robust risk management framework and sound internal control procedures that provide continuous process for identifying, evaluating and managing risks that may affect the achievement of our business objectives and strategies to an acceptable level within the Group risk appetite. The system only provide reasonable assurance against material misstatement or loss and is in line with the requirements and guidance in the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers issued by Bursa Malaysia.

Board Responsibilities

Our Board is committed to implementing and reviewing a sound risk management and internal control environment. Our Board is supported by our ARC to oversee the risk management and internal control system of our Group. Our Board through our ARC is responsible for determining our Group risk appetite and risk tolerance for Management to operate within.

1 Risk Management

At Astro, risks are identified and managed through adoption of the GRMF, where effective risk management processes, practices and culture are embedded within our Group's strategic planning activities, operational processes, and project management.

The GRMF is established based on the Committee of Sponsoring Organisation ("COSO") Enterprise Risk Management Framework -Integrated with Strategic and Performance. The GRMF sets out the risk management governance, infrastructure, processes, and control responsibilities and underpins our Group Risk Management Policy

("GRMP") which established minimum standards and procedures in ensuring the GRMF is consistently applied and complied with.

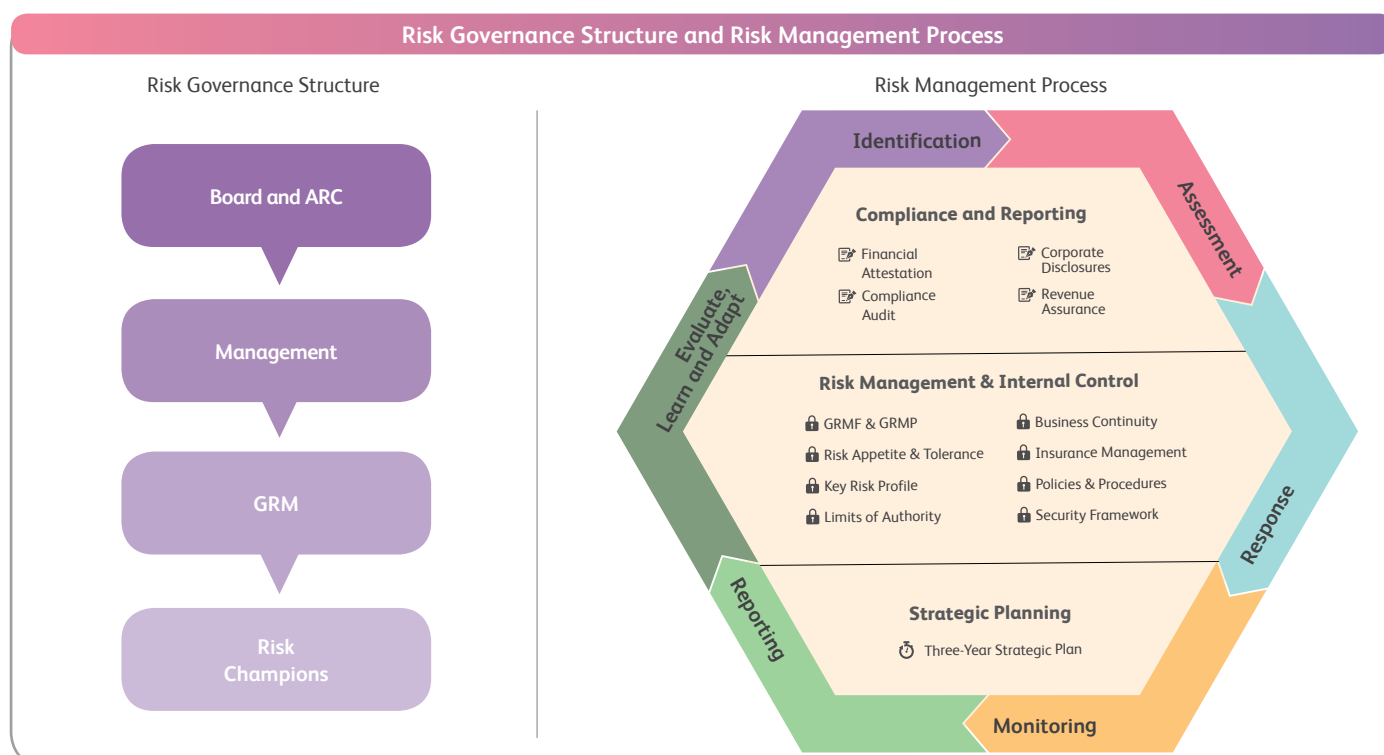
Our Group Risk Management ("GRM") team effectively drives the GRMF for identifying, reviewing, managing and monitoring our risks, which is annually refreshed for effectiveness and applicability.

Key risks identified are regularly assessed and reflects the evolution of the industry and market environment within which our Group operates. The management of risk is embedded in each level of the business, with all employees being responsible for the understanding and managing of risks within our risk appetite.

In FY19, our Board has approved the following risk appetite parameters:

- Our Group is prepared to take measured risks to achieve its business objectives and strategies to ensure a sustainable business model.
- Our Group does not condone any practices that may impact our brand and reputation, customer and confidential data, service delivery standards, or regulatory non-compliance.

The GRMF provides guidance for a systematic and consistent approach to identify, assess, implement, monitor and report risks throughout our Group, which is reviewed by CA and our ARC. The function of the ARC is to drive effective risk management through continuous review of the GRMF and GRMP to ensure effective identification of emerging risks and management of identified risks through implementation of appropriate controls and risk mitigation strategies while balancing the dynamic forces of business outlook, opportunities and commercial considerations. Our Group's Key Risk Profile on pages 29 to 32 is reviewed by our Board through the ARC. Our risk governance structure and risk management process is illustrated below:



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

2 Control Environment and Activities

A robust and effective control environment within our Group is fundamental in ensuring CG best practices. Our Board and Management have demonstrated their commitment to maintaining an effective internal control environment through continuous enhancement to the design of internal control system to ensure controls are relevant, effective and robust to promote operational agility while ensuring CG best practices and compliance with regulatory guidelines. The following sets out the key components established for our Group's control environment:

2.1 Board and ARC

Our ARC assists our Board in fulfilling the Board's responsibilities with respect to oversight, focusing on the integrity of our Group's financial reporting process, effectiveness of risk management practices, internal control system, external and internal audit processes, compliance with legal and regulatory standards as well as the COBE. Our Group Key Risk Profile is maintained by GRM which is presented and deliberated by Management and ARC.

CA plays an important role in our Board's efforts to ensure risk management processes are adequate and effective. As part of CA's review plan, the GRMF, Key Risk Profile and corresponding risk mitigating plans are validated by CA. Included within this validation process is an assessment of the appropriateness of controls to address identified improvement areas. Our Board and Management inculcate a proactive and sustainable risk management culture by ensuring all employees understand the importance of appropriate risk governance and risk practices with awareness reinforced via mandatory annual online compliance training.

2.2 Management

Management is committed to the identification, monitoring and management of risks associated with business activities. Our Management led by our CEO and CFO and supported by Senior Leadership continuously to assess, review, implement and monitor controls to effectively manage risks within our business.

Senior Leadership works closely with GRM to ensure effective and consistent adoption of risk management practices. Risk champions are appointed by heads of business units to review and update their respective key risk profiles. This periodic exercise include the identification of emerging risks arising from changes to the business environment and outlook, implementation of new initiatives, and evaluation of the effectiveness of existing controls and risk management initiatives. Our Group Key Risk Profile is deliberated upon

by Senior Leadership and facilitated by GRM to ensure the overall risks impacting our Group are adequately identified and managed within an acceptable level of risk. Key strategic risk matters deliberated by Senior Leadership for the financial year include business sustainability risk due to content piracy, forex volatility and consumer sentiments; competition risk resulting from an increasingly competitive landscape; rapid digitalisation and personalised customer experience; security threats and breaches; effective supply chain and cost management to ensure optimal operations for sustainability; and talent management risk in executing business strategies.

2.3 Group Risk Management

GRM is led by our CFO who reports to our ARC and Board on identified key risk profile affecting our Group and the status of the prevention and mitigation action plans to address these. GRM ensures the establishment and maintenance of the GRMF and proactively monitors our Group Key Risk Profile through reviews and assessments reflecting changes to the business and regulatory environment. The GRMF is annually refreshed for effectiveness and applicability. GRM maintains a comprehensive insurance programme for our Group to safeguard our Group's assets against material losses arising from any uncertainties and conducts an annual review during the insurance renewal exercise to ensure relevance and adequacy of the insurance programme in meeting changing business needs and alignment to our Group's risk exposure and appetite.

2.4 Corporate Assurance and External Auditors

The CA and external auditors provide independent assurance on the effectiveness of our Group's risk management practices and control environment. The roles and responsibilities of our CA functions and activities of the external auditors are set out in the ARC Report on pages 87 to 94.

2.5 Regulatory, Intellectual Property Protection & Industry Affairs

In line with the Malaysian Communication and Multimedia Act as well as other laws, rules, regulations, and policies which govern our Group's businesses, the Regulatory team consistently engages with internal and external stakeholders, including the MCMC to preserve a conducive operating environment in compliance with regulatory requirements. The Regulatory team also manages matters relating to our Group's IP, including undertaking proactive measures and providing assistance in enforcement actions.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

2.6 Legal

The Legal team plays a pivotal role in advising our Board and Management on legal matters to preserve and safeguard our Group's interests from a legal standpoint. Our Board is briefed on material litigations and developments on a quarterly basis.

2.7 Corporate Secretarial

The Corporate Secretarial team provides additional assurance by, inter alia, providing advice to our Board and Management on compliance with company and securities legislations and advocates the adoption of CG best practices. It is also responsible for monitoring compliance with our Board procedures including the list of Board Reserved Matters, advising our Board and our Board Committees on their responsibilities, monitoring any changes in the relevant legislations and the regulatory environment including the Act and the MMLR, and creating awareness of such changes within our Group.

2.8 Revenue Assurance Framework

A Revenue Assurance framework is in place ensuring an independent function performs a consistent and structured review of key revenue categories to identify possible revenue leakage indicators and data discrepancies, as well as propose and implement corrective action plans. The RA team prepares monthly RA dashboards for Senior Leadership on identified Pay-TV and Commerce revenue issues, as well as the extent of identified revenue leakages. The dashboard is also reviewed by the external auditors and CA as part of their annual audit.

2.9 Acquisition Guiding Principles, Procurement Manual and Investment Framework

The investment acquisition and procurement process is governed by the Acquisition Guiding Principles, Procurement Manual and Investment Framework respectively, which are reviewed by the external auditors and CA as part of their annual audit. The Acquisition Guiding Principles serves as a key tool for our Group in ensuring all acquisition activities are conducted in a transparent manner and in the best interests of our Group.

Tender Committees are established to provide governance, guidance and direction on our Group's acquisition strategies. The Tender Committees are aided by the Procurement team in the administration of the tender process and the Company Secretarial team in convening and recording the minutes of the Tender Committees.

2.10 Systems, Data and Information Security

Continuous monitoring and implementation of the latest security controls have been established in order to manage emerging cyber security threats to our Group and safeguard customer data, content, assets, and ensure the operational integrity of business practices within our Group. This includes implementation of relevant security appliances and systems, inculcating security awareness among employees, ensuring compliance to industry security standards of our Group's IT networks and systems such as Information Security Management System ("ISMS") ISO/IEC 27001:2013[1], Payment Card Industry Data Security Standard v3.2 and the Personal Data Protection Act 2010, and benchmarking of our security programmes with industry best practices.

In addition, the AMH Security Council provides strategic oversight of our Group's physical and cyber security management practices to ensure all security threats including content piracy are effectively managed, as well as the continuous enhancement of our ISMS and AMH Security Framework.

2.11 Business Continuity Management Framework

The Business Continuity Management Framework aims to minimise the impact of business disruption through enhancing operational resiliency for an effective response 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 resulting from disruption through business interruption insurance coverage.

Recovery plans are established, reviewed, maintained and tested periodically to ensure effective and timely recovery of services while prioritising staff safety. During FY19, our Group's Business Continuity Planning maintenance activities were successfully conducted, including call tree and walkthrough tests, Business Continuity Planning manual review, as well as crisis simulations for critical systems and operations. The results of the Business Continuity Planning maintenance activities are approved reviewed by heads of business units and submitted to GRM.

2.12 Key Controls Checklist

As part of cultivating an effective internal control environment, the Key Controls Checklist ("KCC") is established to facilitate control self-assessment by the heads of business units to ensure internal controls (comprising both system and manual controls) in place are effective and procedures are complied with. The existing controls are continuously enhanced with

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

learnings from compliance audits and process improvement reviews. The endorsed KCC is subsequently verified by GRM, CA and the external auditors as part of their annual audit to ensure Management's assertions of controls operating effectively are appropriate.

2.13 Limits of Authority

The LOA stipulates the key decision-making and approval authority delegated by our Board to Management for operational efficiency. Any amount in excess of our CEO's delegated LOA requires Board approval. These limits are reviewed regularly and approved by Management and/or our Board in accordance with their respective LOAs, in tandem with changes in business operations, corporate and organisational structure. GRM oversees the LOA framework to ensure the LOA process remains fit-for-purpose and operates effectively.

2.14 Strategic business budgeting and reporting

Our Group is guided by a three-year transformation plan outlining key objectives and strategic priorities which is reviewed annually. This is to ensure consistent revenue performance and optimisation of operating costs for sustainable business growth. Our Group's strategic review of business plans, organisational structure and the corresponding annual budget for FY20 were duly approved by our Board prior to the commencement of the said financial year. On a monthly basis, business KPIs are tracked and provided to our Board. On a quarterly basis, financial and operational reports are provided to our ARC and Board. Our Group releases quarterly unaudited financial results and annual audited financial statements to Bursa Malaysia and the public, including analysts and investors.

2.15 Staff performance system

Our Group's framework is guided by our corporate core values which outlines the knowledge, skills and behaviour expectations of its employees. The human capital team's development plan focuses on upskilling and reskilling employees to drive innovation and digitalisation initiatives, enabling employees to achieve their career paths and building a pipeline of talent for succession planning. In order to drive and sustain a high-performing workforce, employees' performance and achievements are appraised under our Group's Total Performance Management System on an annual basis.

2.16 Code of Business Ethics

The COBE is a key policy which governs the way our Group, through our Board, Management and employees conduct dealings with all stakeholders. It is also designed to reduce, if not eradicate, any corrupt practices and occurrences

of bribery. Our employees are advised not to engage in any fraudulent activities such as bribery and kickbacks. Furthermore, the COBE regulates the acceptance of gifts, complimentary services, entertainment or gratuities with an equivalent value not exceeding RM250. For any amount exceeding RM250, employees are required to declare and report the same to the Director, People & Workplace. Stern disciplinary action will be taken against employees found in breach of the COBE.

All employees are required on an on-going annual compliance online training to ensure they are aware of their responsibilities under our COBE.

2.17 Fraud management and whistleblowing

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 affecting our Group. The Whistleblowing Policy and Procedures is established for employees to raise their concerns on any suspected violations of our Group's values and principles without the fear of reprisal. Whistleblowers are encouraged to disclose their names to facilitate investigation and to ensure disclosures are made in good faith. Whistleblowers' identities are kept confidential to protect from potential harassment or victimisation at work. The Whistleblower Line is managed by CA who also assumes primary responsibility for the investigation and reporting of Disclosures. All Disclosures received via the Whistleblower Line, investigation findings and recommendations are reported to our ARC and/or CEO on a quarterly basis, or more frequently where necessary.

2.18 Information and Communication

Our Board continuously emphasises communication with all employees in carrying out their internal control responsibilities, in line with the achievement of our Group's business objectives, and has taken the following steps to enable consistent sharing of relevant information.

Our Group has established operating policies and procedures which comply with relevant laws and regulations. These reinforcement contribute towards effective internal control system to mitigate risks. Regular reviews are conducted to ensure risk profiles, policies, and procedures are updated and aligned. New risk management action plans are also established to address emerging risks and incorporate learnings from compliance audits and process improvement reviews. Our Group policies are published and updated on our internal portal for easy access by employees.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

2.19 Monitoring and reporting activities

The following monitoring and reporting activities were undertaken in providing assurance on the effectiveness of risk management and internal control systems which include:

»	»	»	»
Management Representation made to our Board by the our CEO and CFO in relation to the adequacy of our Group's risk management and internal control systems in all material aspects. Any exceptions identified during the assessment period are highlighted to our Board.	Our 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 the ARC quarterly.	The Disciplinary Committee chaired by the Director, People & Workplace meets as necessary on matters pertaining to Senior Leadership misconduct. The Disciplinary Committee ensures all concerns and allegations raised are duly investigated, monitored and consistently deliberated. Other disciplinary cases are managed by our Industrial Relations team reporting to the Director, People & Workplace. The procedures are periodically reviewed and updated.	GRM reports to our Board through our ARC on our Group Key Risk Profile that incorporates the preventive and mitigation strategies.

Management has taken the necessary actions to remedy weaknesses identified for FY19. Our Board and Senior Leadership continuously assess the effectiveness of monitoring activities and take necessary measures to strengthen our risk management and internal control environment.

Conclusion

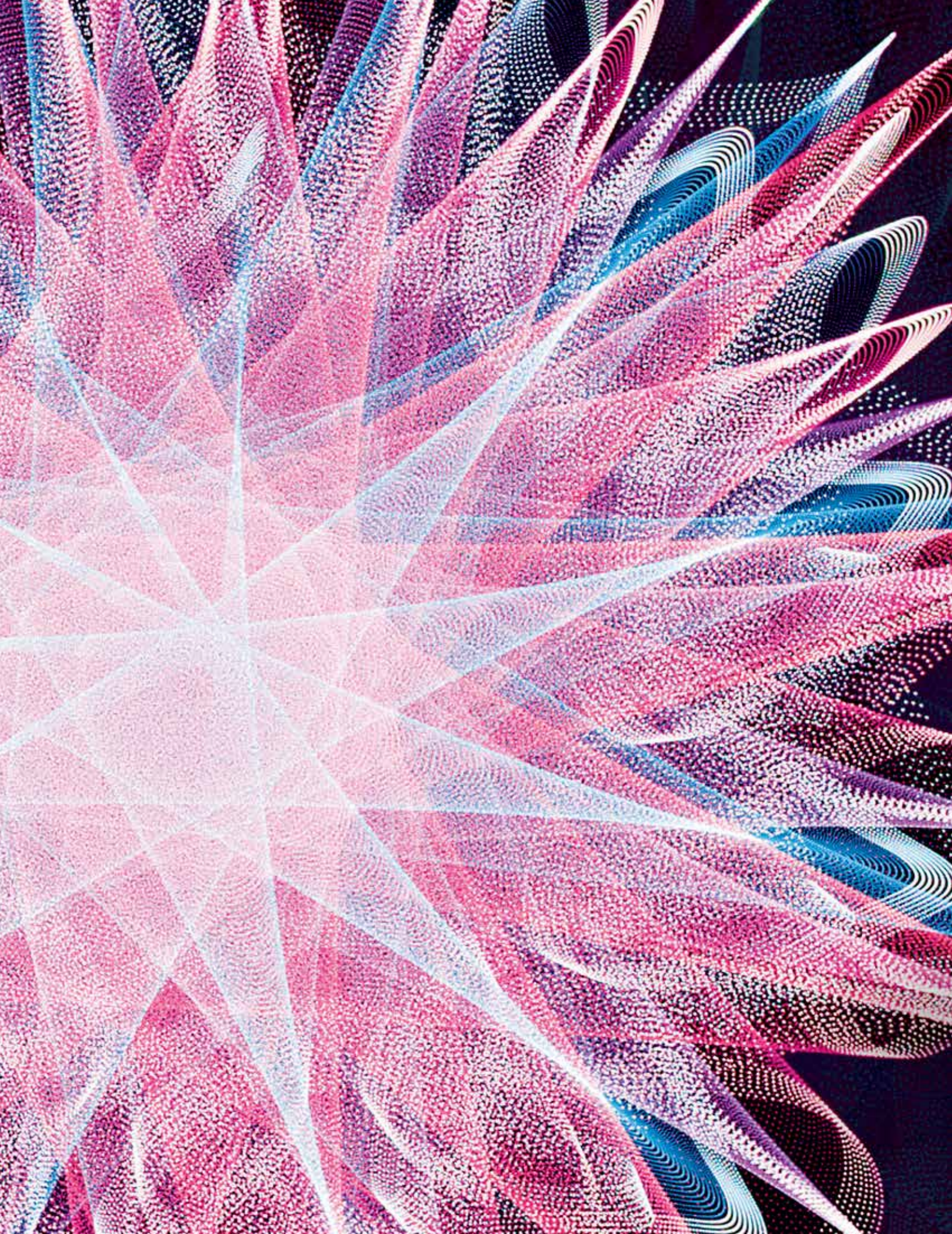
Our Board is of the view that the risk management, governance and internal control practices and processes which have been adopted for the year under review and up to the date of issuance of financial statements are sound and adequate to safeguard the interests of shareholders, employees and our Group's 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 this Integrated Annual Report.

Our Board has also obtained reasonable assurance from our CEO and CFO that our Group's risk management and internal control systems are operating adequately and effectively.

Review of the statement by External Auditor

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.

Based on the procedures performed, nothing had come to their attention that caused the external auditors to believe that the Statement on Risk Management and Internal Control set out above was not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor was it factually inaccurate.



HANTU
KAK LIMAH

陽明道
Demon's Path

DUKUN

NAWANGSIH

PASKAL

D O S A

POLIS
EVO 2

PSY

Didi
& Friends

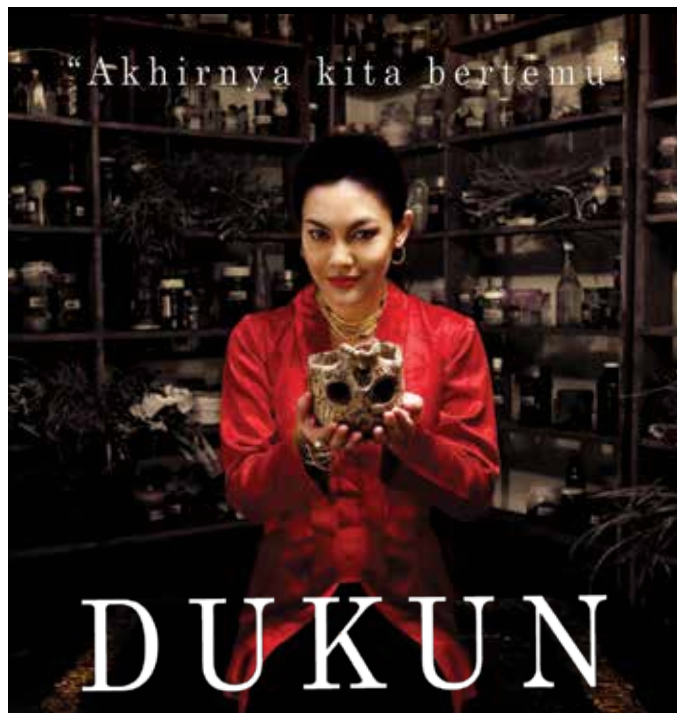
Cam & Leon

CONTENT

RAISING THE BAR

of Asian content with compelling vernacular originals that capture customers' hearts

CONTENT

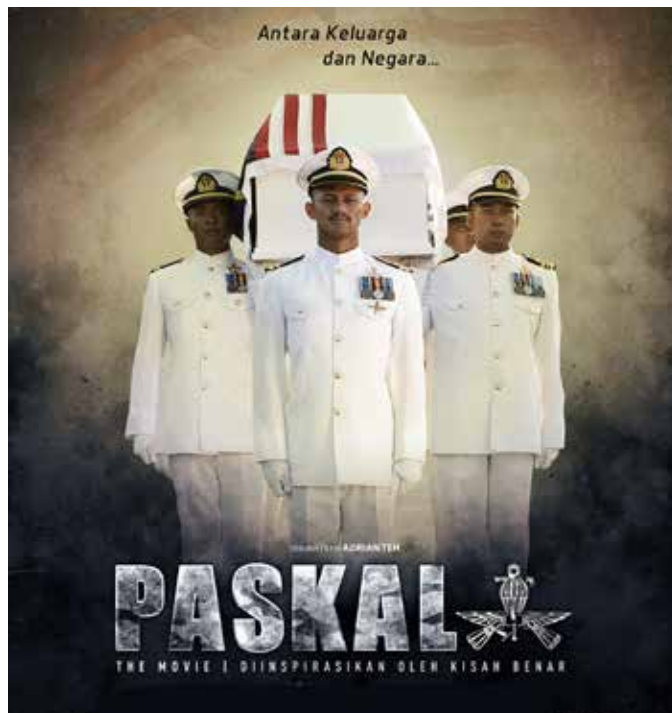


2018 was a huge year for our movies as our films collectively grossed over RM100 million in local cinemas

We continue to captivate viewers' imagination through our comprehensive and eclectic content spread underpinned by our key differentiator – our own signature vernacular IPs. We produced and commissioned over 12,600 hours of content serving our demographically diverse customers across varied ethnic groups who speak various languages and dialects.

Overall viewership has increased in FY19 through the combination of linear, OD and OTT. Linear viewership, measured as TV viewership share remained resilient at 75%, supplemented by growing OD consumption as video downloads more than doubled to 54 million and OTT registered users increased 32% to 2.2 million.

Our movies have done exceptionally well in FY19 by setting new benchmarks at the local box office. We continue to produce compelling premium original content that resonates with audiences across Malaysia and beyond, leveraging regional collaborations and partnerships. Our shows have been dubbed into multiple languages for global distribution. On the digital front, we consolidated resources to create winning short-form content for smaller screens that garnered over 1.9 billion minutes watched to date. Gempak and Xuan retained their position as the top Malay and top local Chinese digital entertainment brands in Malaysia respectively. FY19 also marked a major sporting year with Astro achieving new milestones in terms of viewership and sale of sports passes.



Box office champion

Our movies led the way in FY19, grossing over RM100 million in local cinemas. With 9% share of overall Malaysia GBO collection (comprising international and local releases) and over 60% share of local movies' GBO collection, this represents our best performance to date. The simplicity of the narratives yet profound subject matters resonated well among with diverse audiences while uniting Malaysians at the cinemas.

Our highest grossing movie ever, satirical horror movie *Hantu Kak Limah* was miles ahead of most major Hollywood franchise titles released in Malaysia in 2018, raking in RM38 million. Our top performing action flick, *Paskal* reignited the sense of patriotism among Malaysians and collected RM30 million in ticket sales. With a gripping storyline revolving around a breach in national security, *Polis Evo 2* outperformed its prequel, *Polis Evo* by grossing RM23 million in cinemas. *Polis Evo 2* was our first collaborative foray with Indonesia's Emtek group.

Loosely based on a true story, the long-awaited *Dukun* was released after being under wraps for more than a decade to tell the tale of Diana Dahlan, bewitching cinema goers and critics alike, and winning numerous accolades. Meanwhile, our 2018 Chinese New Year release directed by award-winning director Chiu Keng Guan, *Think BIG BIG* became the highest grossing local Chinese movie of the year and was shown in China, Taiwan, Singapore, Indonesia, the Philippines and East Timor.

Stronger regional content proposition

Through our collaborations with local and regional content players, we produce, license and distribute our compelling content abroad to expand reach and monetisation opportunities. In FY19, we licensed 15 channels and distributed thousands of content hours across different genres including Nusantara, Kids, Chinese, eSports and Horror to the ASEAN region, Australia, Canada, India, Russia, United States, Middle East, North Africa and more.

Nusantara

Through our JV entity, Nu Ideaktiv Sdn Bhd, we collaborated with GMK to adapt popular Malay magazine content IPs including *Mingguan Wanita*, *Pa & Ma*, *Rasa*, *Impiana* and *Persona Pengantin* for TV. This is the initial step in our push towards becoming a prolific Nusantara content creator to address our regional Malay-speaking neighbours spread across Indonesia, Singapore, Brunei and southern Thailand.

Building on the success of our previous Nusantara IPs *Gantung* and *Do[s]a*, we partnered with Telkomsel to create *Nawangsih*. A horror drama written by award-winning Indonesian singer-songwriter Melly Goeslaw, *Nawangsih* was launched on Telkomsel's video streaming app MAXstream in FY19. Our dynamic working relationship with Indonesian production partners has enabled us to build a pipeline of Nusantara IPs across multiple genres and formats including theatricals, series and short-form digital titles.

Kids

We currently have 12 regional and international content licensing deals for our singalong preschool animation IP, *Didi & Friends*. The IP is broadening its reach to a wider audience and is being dubbed in various languages including Hindi, Spanish, Portuguese, Mandarin, Vietnamese, Tamil, Telugu, Marathi, Arabic, English and Thai. *Didi & Friends* reached a significant milestone in FY19

as it achieved 1.8 million OD downloads and 1.4 billion views on YouTube with a subscriber base of 1.8 million, up 106% year-on-year. Released in theatres in March 2018, *Konsert Hora Horey Didi & Friends* generated almost RM3 million at the local box office and became our first animated content to be featured on the big screen.

Our singalong Islamic IP, *Omar & Hana* secured six content licensing deals and was dubbed into Arabic and English. The IP broke into YouTube's top 10 channels in Malaysia with 686 million digital views and 1.5 million YouTube subscribers. Meanwhile, our kids animation co-produced with Giggle Garage, *Cam & Leon* has 11 content licensing deals in place.

Our No. 1 Kids programme, reality talent search IP *Ceria Megastar* outperformed FTAs' primetime dramas and seasonal specials with 1.9 million TV viewership while 15 of our *Ceria Megastar* videos trended weekly on Malaysian YouTube charts. These videos garnered over 32 million digital views in FY19.

Meanwhile, *Oh My Family* is a new family entertainment franchise featuring Indonesian, Malaysian and Singaporean talents. The show has garnered 8.7 million unique TV viewers and 6 million digital views. We also produced our first Chinese live musical based on Astro Xiao Tai Yang's No. 1 kids entertainment show, *The Five Elves*, where we presented six ticketed shows at the Kuala Lumpur Convention Centre.

Our partnership with SmartStudy, a Seoul-based entertainment company enabled us to bring popular animated characters *Pinkfong* and *Baby Shark* to Malaysia. The IP was monetised across multiple platforms including merchandising, on-ground events and licensing deals. 23 ticketed live musical shows were held featuring the original Korean cast and crew. The musical drew in 15,000 fans over nine days, and marked the first time the show was held beyond Korean shores.



Our animation IP, *Didi & Friends* was recognised by YouTube for achieving 1 million subscribers and 1 billion views

CONTENT

Chinese

In FY19, we produced Astro's first premium Hong Kong original series, *Demon's Path*, which was picked up by Netflix for worldwide distribution (excluding China) and licensed to Celestial for distribution in Singapore, Indonesia and the Philippines.

During the year, we established direct relationships with China's top OTT players including iQIYI, Tencent and Youku to be their overseas content partner, enabling us to bring Astro customers the very latest Chinese web dramas and variety shows.



Netflix and Celestial acquired the distribution rights for *Demon's Path*, our first Hong Kong original drama series

eSports

Astro remains at the forefront of the burgeoning eSports scene through our eSports channel eGG Network, now present in eight countries on TV and OTT platforms. In December 2018, eGG Network co-organised the Kuala Lumpur Major, the first-ever Dota 2 Major

tournament in Malaysia alongside Imba TV and PGL. This ticketed event saw a peak attendance of over 7,500 people at Axiata Arena. The KL Major was dubbed in four languages and broadcast live through eGG Network, delighting local and international fans alike and garnering an impressive 1.8 million unique TV viewers via eGG Network and 18 million digital views on Twitch.tv and Facebook. The event was rated as among the Top 10 most popular eSports tournaments in the world in 2018 by Esports Charts.

Horror

In March 2018, we launched our horror channel, Boo in the Philippines through a partnership with Solar Media Corporation, expanding our footprint overseas.

A new dawn for Malaysian journalism

The monumental shift in the country's political landscape in FY19 acted as a catalyst towards greater press freedom with local media practitioners embracing the newfound liberty in news reporting. As a result, we saw Malaysia's ranking in the 2019 World Press Freedom Index improve by 22 spots. Importantly for us, FY19 also marked the emergence of our dedicated news channel, Astro AWANI as the 'Most Trusted Malaysian News Source', as polled by Reuters in its June 2018 Institute Digital News Report. AWANI's coming of age stemmed from its timely, unbiased and reliable news reporting throughout the 14th General Election ("GE14").

AWANI provided detailed coverage of every key election moment and throughout the first 100 days post-GE14 on its *100 Hari Malaysia Baharu* programme. Our in-depth coverage on polling day garnered a record-breaking 9 million unique TV viewers, more than 20 times above our daily average viewers. AWANI's website reached a record 8 million unique viewers with 42 million page views while 129,000 unique users engaged through our AWANI app and 834,000 views were recorded on Astro GO.

Meanwhile, AEC offered the latest updates in Mandarin during GE14. AEC's election result programme, *Polling Night* was broadcast live for seven hours and reached 1.4 million unique TV viewers. Our Mandarin news IPs, *Evening Edition* and *Prime Talk* emerged as Malaysia's top local Chinese programmes, outperforming local FTAs for the fourth consecutive year.

On the digital front, we launched Hotspot in April 2018, a Mandarin news and infotainment brand in conjunction with GE14 to complement our news and current affairs programmes. The digital brand achieved an average of 600,000 monthly active users and registered a fan base of 120,000 with over 12 million Facebook video views.



Astro AWANI was voted as the 'Most Trusted Malaysian News Source' as polled by Reuters in its Institute Digital News Report 2018

Strengthening our digital-first content (“DFC”)

FY19 saw continued focus on the creation of DFC to engage digital natives and drive digidex. Underpinned by compelling short-form vernacular DFC, Gempak and Xuan maintained their pole positions as the No. 1 digital entertainment brand and No. 1 local Chinese digital entertainment brand in Malaysia with a fan base of 5.6 million and 800,000, garnering 402 million and 24 million digital views respectively.

With over half of *MeleTOP*'s weekly episodes achieving over 1 million TV viewership and total YouTube views of over 484 million, *MeleTOP* emerged as our No. 1 entertainment news brand on TV and online. *MeleTOP*'s YouTube channel has grown aggressively this year with an increase of 84% in its subscriber base. Two of *MeleTOP* videos, *Maya Karin Muntah Darah & Ruffedge* on *Anugerah*

MeleTOP Era (AME) 2018 were listed in YouTube's Top 10 Malaysia Videos in 2018.

Hello TUNs – Malaysia's Amazing Couple, a Gempak original featuring an interview with Tun Mahathir and his wife, Tun Siti Hasmah during their birthday celebrations recorded an impressive 7.4 million digital views, making it the most popular Malaysian DFC. Our Chinese digital IP on Xuan, *May I Love You 2* that was released in 2018 garnered 1.4 million digital views and received several accolades including the Best Short-Form Content Award at the 2018 Asian Academy Creative Awards.

Signature vernacular IPs

Our compelling adex proposition is underpinned by our signature vernacular IPs, which are firm favourites of Malaysians and continue to record consistently high viewership and ratings. These span diverse formats including reality shows, dramas, variety and award shows.

Astro's homegrown Malay language content has engaged millions of viewers across all platforms. Our highest rated comedy show, *Maharaja Lawak Mega 2018* remains popular among the Malay-speaking community, capturing 3.9 million TV viewership and 26.7 million digital views. Our latest instalment of reality singing competition *Gegar Vaganza Season 5* featured comebacks from popular singers of yesteryear, recording 3.9 million TV viewership and 26 million digital views. Our reality singing IP, *Big Stage* capitalised on its popularity among younger viewers, recording 2.5 million TV viewership and 26 million digital views. Our No. 1 award show, *AME2018* recorded 3.1 million TV viewership and achieved a new voting record of 2.2 million votes through SMS and digital platforms. *Tak Ada Cinta Sepertimu* emerged as our top-rated drama in FY19 with 3.3 million TV viewership.

Classic Golden Melody (“CGM”) maintained its position as our No. 1 Chinese entertainment IP. With an enhanced format, the show successfully attracted participants from Singapore, China, Taiwan, and Indonesia to compete with our best local talent. With Taiwan's top TV host Sabrina Pai co-hosting the grand finals, *CGM* garnered a TV viewership of 395,000.

Addressing younger audiences, we introduced Malaysia's first androcentric entertainment variety programme, *Call Me Handsome 2018*. This IP attained 1.3 million digital views, the highest among all Astro's Chinese variety shows.

Our top Indian content, *Thigil*; Tamil travelogue, *Rassika Russika* and local reality singing competition, *Superstar* achieved 194,000, 190,000 and 152,000 TV viewership respectively.



We provided comprehensive coverage of key sporting events in 2018 including the Jakarta-Palembang 2018 Asian Games

A monumental sporting year

FY19 was undeniably a major sporting year for us at Astro as we captivated fans with in-depth coverage of sporting events across all platforms.

The biggest of them all, the 2018 FIFA World Cup graced Malaysians' TV screens engaging over 11.6 million football fans through our live coverage via two HD and two standard definition ("SD") channels, a 40% increase compared to the previous World Cup. 87% of Malaysians watched the 2018 FIFA World Cup via Astro channels, with another 1.0 million unique viewers watching through our apps Astro GO and NJOI Now. Fans were kept engaged with real-time scores, match highlights, match statistics and game replays from multiple camera angles for bite-sized viewing through our dedicated sports mobile app, Stadium Astro, which recorded 0.7 million unique viewers.



For more on the World Cup, refer to page 111, Customer and page 121, Experience

During the year, we also broadcast the 2018 Gold Coast Commonwealth Games via six dedicated HD channels covering all live events. Our coverage garnered 9.3 million unique TV viewers, up 15% from the previous edition. Our coverage of the Winter Olympics in PyeongChang through four dedicated channels resonated with 1.4 million unique TV viewers.

With six HD and six SD channels dedicated to the Jakarta-Palembang 2018 Asian Games, we engaged 8.4 million unique TV viewers over a two-week period as Malaysians witnessed the country winning its first sepak takraw gold medal in 24 years. The Harimau Malaya football team also went head-to-head against defending champions Japan in one of the most nail-biting matches in our country's football history.

Astro Arena produced the Sepak Takraw League ("STL") that reached 5.6 million unique TV viewers. The STL averaged 129,000 unique TV viewers per match, up 36% year-on-year. It was also live streamed on our OTT and the Stadium Astro website, garnering over 120,000 page views and drawing interest not only from ASEAN countries but also Egypt, Saudi Arabia, Australia and the United States.

Day/Date and OD content

We continued to strengthen our Day/Date content from the US, UK, Korea, China, Hong Kong, Japan, Taiwan and Singapore. In FY19, we increased our Day/Date titles to an all-time high of 227 titles, an 11% increase. Our OD content slate spanned various genres and languages catering to diverse customer preferences including Hollywood and Korean titles such as *The Voice*, *The Walking Dead* and *What's Wrong with Secretary Kim*. A noticeable shift in demand for regional Day/Date content led us to increase our Chinese titles by 30%. We upped our game this year by uploading the entire series on our OD platform prior to Day/Date TV premiere, allowing our customers to binge-watch entire series at their convenience.

Driving development through content

Nurturing local talents through our productions

We encourage and provide a platform for local talents to develop their creativity and skills to raise the standard and quality of locally produced content.

Championing local sports

As the only operator in the region offering a dedicated 24-hour local sports channel on TV and OTT through Astro Arena, we are proud to play a part in boosting the local sporting scene by connecting fellow Malaysians to their favourite sports.

Raising education standards through edutainment

Astro's three Tutor TV channels for UPSR, PT3 and SPM are Malaysia's first and only dedicated exam revision channels to aid primary and secondary school students in their studies.



Our Tutor TV channels provide revision tips for primary and secondary school students



360° CUSTOMER TOUCHPOINTS

across multiple platforms -
we are just a call, a click, a post and a tweet away

CUSTOMER



Our customers can watch their favourite content via linear and On Demand on any device

Households

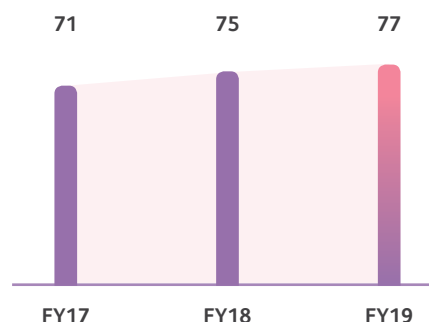
Expanding household penetration through dual-model approach

We continued to strengthen our presence in Malaysia in FY19, broadening our reach to 5.7 million households through our dual-model Pay-TV and NJOI propositions, and increasing household penetration from 75% to 77%. Our broad penetration provides abundant opportunities for advertisers to consolidate reach and tap into our diversified customer base, fuelling Astro's future adex and commerce growth.

Our eclectic content slate offers a wide array of choices for customers. In FY19, nine new HD channels were rolled out, including Oasis HD, Prima HD, Citra HD, Naura, Hello, beIN Sports MAX, Zee Tamil HD, Colors Tamil HD and Channel News Asia. To further drive the adoption of HD, we also launched the Starter Pack, which was positioned as the basic HD bundle with an add-on option at an affordable price point. In FY19, we observed an upward trend in PPV consumption which resulted in an increase in PPV revenue by 10% versus FY18 (excluding the 2018 FIFA World Cup). Overall, our ARPU remained resilient at RM99.9 in FY19 supported by the breadth and depth of our

value-added products and services. NJOI, our subscription-free service introduced six years ago utilises a freemium model by providing customers free access to 30 TV and 20 radio channels, beyond which a customer is able to purchase additional content on a prepaid basis. We maintained a steady growth trajectory for NJOI in FY19, driven by efforts to provide NJOI customers with more variety and value in our product offerings. To cater

Household penetration rate (%)



to different segments, we introduced a prepaid channel, Naura, targeted at contemporary Muslim audience, as well as tactical channel bundles including RaRa (Raya Ramadhan).

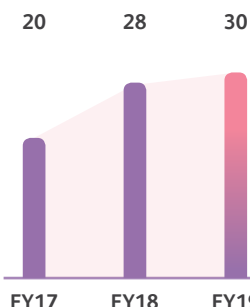
We also launched NJOI TV, a dedicated NJOI freeview channel that gives our customers quality content, sneak previews, as well as catch-up content of our prepaid offerings to further encourage prepaid purchases. The channel also provides NJOI customers with exclusive promotions such as Go Shop discounts. We developed a dedicated NJOI website to provide a focal point for customers' top-up and purchasing needs, and introduced a 'shopping cart' functionality and new payment options to allow for multiple purchases of channels and packs. Furthermore, with our expanding NJOI electronic prepaid touchpoints, covering 95% of nationwide convenient marts and 100% of local banks, our customers can now transact with greater convenience. By enhancing our offerings and simplifying the purchase experience, NJOI prepaid revenue increased to RM55.3 million, a 13% year-on-year growth.

Delivering the ultimate fan experience to sports enthusiasts

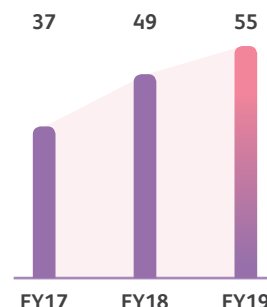
FY19 was a big year for sports, with an exciting line-up of major sporting events including the Winter Olympics, the Commonwealth Games and the highly-anticipated World Cup.

As the official broadcaster of the 2018 FIFA World Cup, we broadcast all 64 matches, 37 of which were exclusive to Astro in Malaysia under FIFA's Pay-TV broadcasting rights. We drove sales of more than 120,000 World Cup passes and special PPV single match passes, registering an increase of 18% in passes sold and a 48% hike in revenue compared to the 2014 FIFA World Cup as we capitalised on our multiplatform reach including Astro GO and NJOI Now, as well as Stadium Astro and the FIFA Virtual Reality ("VR") app.

NJOI Prepaid touchpoints ('000)



NJOI Prepaid revenue (RM m)



NJOI offers 30 free TV channels with an option to purchase additional content on an à la carte basis

CUSTOMER



Our connected customers have access to over 25,000 hours of content within our OD library

Touching more lives than ever before

The recent liberalisation of Malaysia's broadband sector provides a new opportunity for us to leverage our strong household penetration and expand our product offerings through value-for-money bundled broadband propositions designed for the connected lifestyle of the modern household. Within the IPTV space, we undertook a market realignment exercise to provide existing Astro-Maxis IPTV customers with speed upgrades and corresponding price reductions starting December 2018.

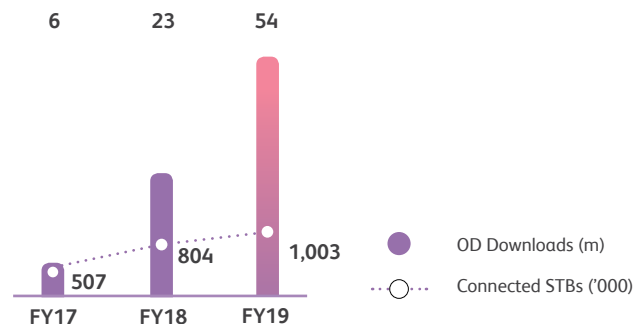
In early 2019, we collaborated with a TNB subsidiary on its pilot broadband initiative covering 1,100 potential homes in Jasin, Melaka where we offered a bundled broadband and content package starting from RM99. Following the encouraging success of the project, Astro continues to pursue collaborative partnerships in the broadband space to fuel customer demand for better connectivity, choice and convenience.

Catering to diverse viewing tastes

We continue to improve our offerings to enable customers to watch their favourite programmes, whether through linear or OD. In FY19, we grew our connected STBs by 25%, reaching over 1 million households, primarily driven by our aggressive marketing of OD offerings.

With our OD service, customers can download and watch movies and TV series instantly on TV or OTT. Customers utilising connected STBs, which are internet-ready, can access our OD library featuring over 25,000 hours of content which is regularly updated, including premiere episodes and a collection of content from past seasons for binge-viewing. In FY19, we differentiated our OD proposition by increasing popular Day/Date titles, offering content on-demand ahead of linear transmission, and investing in niche content. We also brought in more exclusive content with same-day TV series from Korea, China, Hong Kong and Taiwan, as well as the US and UK. With these initiatives, cumulative OD downloads more than doubled to 54 million and OD buys surged by 87% to almost 350,000.

OD downloads



Individuals

Developing individual relationships across our ecosystem

Alongside the expansion in our household reach, we remain strategically focused on replicating this onto the individuals' space to cultivate personal relationships with customers in our ecosystem through our OTT, digital brands, radio and commerce. Our foray into data and analytics has allowed us to understand our customers better at an individual level and enhance our offerings to cater for their progressively digital lifestyle needs.

Engaging individuals through OTT

Championing a seamless multiscreen experience across TV and personal devices, Astro GO provides Pay-TV customers access to live streaming of channels and an OD library with over 26,000 hours of content anytime, anywhere. NJOI Now, our freemium OTT platform, allows registered users to watch 20 Astro channels and selected OD content for free, on top of a library of local and international content that users can watch via PPV.

In FY19, Astro GO registered users increased by 32% to 2.2 million with an average weekly viewing time of 149 minutes per active user. NJOI Now was launched in FY18 and its registered user base has since steadily grown to 221,000 with active users consuming an average of 137 minutes of content weekly.

Following a strategic business review conducted towards the end of 2018, a decision was made to cease operations of our regional OTT Tribe and live streaming app Tamago due to the challenging landscape, resulting in disproportionate cost liabilities from marketing, content and technology perspectives as compared to the potential for monetisation. We continue to serve our regional audience through content collaborations.

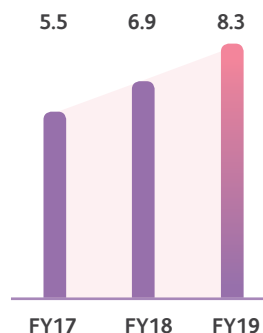
Engaging through digital offerings

Our digital offerings boast a variety of means to engage with individuals online as individuals look beyond one-size-fits-all

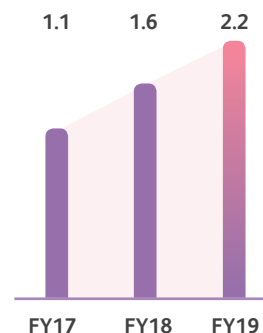
experiences in a world of personalisation. Over 8.3 million average monthly unique visitors access our popular vernacular digital brands, a steady 20% increase from FY18. These include Gempak, AWANI, Xuan, Ulagam, Rojak Daily, and Syok, which features the latest local entertainment, lifestyle and millennial-centric news.

In FY19, Astro's digital marketing arm, Blaze Digital, partnered Nu Ideaktiv and GMK to create Malaysia's largest Malay digital content network. 15 popular brands such as Remaja, Mingguan Wanita, Media Hiburan and Rasa supplemented our array of digital brands, allowing us to not only meet the growing demand of consumers for direct-to-consumer vernacular brands, but also provide advertisers more customised advertising solutions leveraging the greater digital ecosystem including social, audience extensions and influencer marketing. We are committed to innovation and the enablement of digital engagement in traditional platforms to facilitate interaction between customers and their favourite brands through radio, TV and even print ads in real time.

Average monthly unique visitors on digital brands (m)



Astro GO registered users (m)



No. 1 digital entertainment brand in Malaysia



402m

FY19 digital views

5.6m

Fan base

No. 1 local Chinese digital entertainment brand



24m

FY19 digital views

800k

Fan base

CUSTOMER

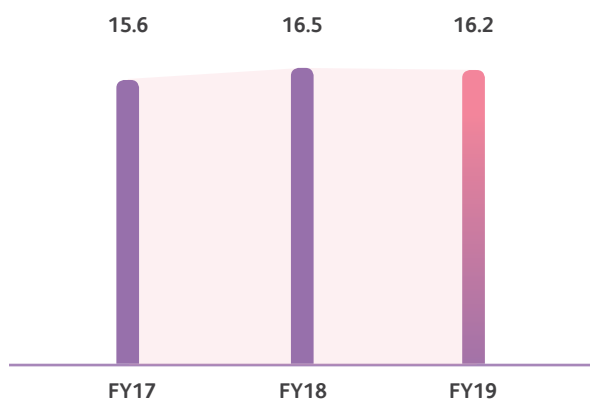
360° radio engagement

Astro Radio has evolved over the years into a brand that connects communities beyond traditional airwaves, expanding to mobile, web, social media, on-ground events and talent.

With our “Watch Radio” tagline, we continued to solidify our online presence by focusing on curating and creating content which resonates with different segments of the population through our 11 brands. In FY19, we reached a weekly audience of 16.2 million, alongside 1.0 billion video views, 17.9 million social media followers, and 14.8 million average monthly digital streams (where people listen to us digitally both online and through our apps). Our overall footprint comprising terrestrial and online has grown, underpinned by the accelerating traction in our digital footprint.

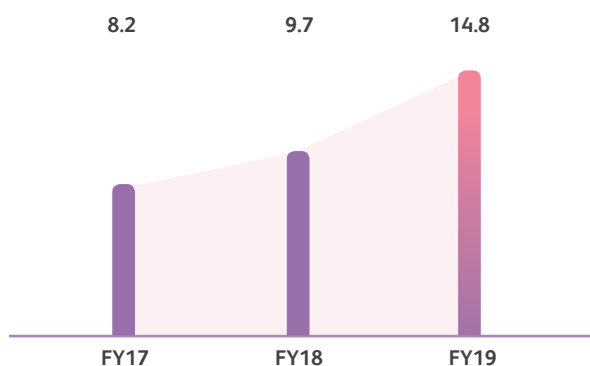
Terrestrial

Weekly radio listenership (m)



Online

Average monthly digital streaming sessions (m)



Amid the fluid media landscape, Astro Radio stays relevant – once again emerging as Malaysia’s top radio operator across all four major languages. ERA, Malaysia’s top Malay-language radio brand brings in a 6.2 million weekly audience, while HITZ is the top English brand with a 2.4 million weekly audience. MY and RAAGA also maintain their incumbent pole positions in the Chinese and Tamil-language segments, with 2.0 million and 1.2 million weekly listeners respectively.

Our digitally-led radio brands ZAYAN and GOXUAN just celebrated their first anniversary in October 2018, having achieved growing popularity with their specific target markets – the tech-savvy modern Muslims and the younger Chinese digital natives. ZAYAN and GOXUAN respectively garnered around 165,000 and 95,000 digital streams monthly. Both achieved over 30% in monthly Facebook engagement rate compared to the industry average of 4%, signalling a promising start for our newest brands.



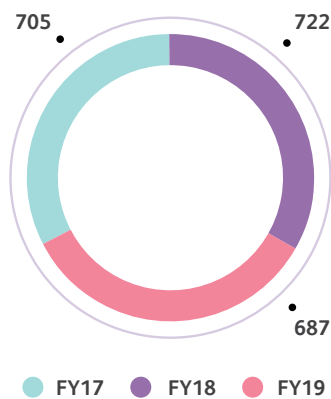
ERA continues to be the top Malay-language radio brand, entertaining and engaging over 6 million listeners weekly

Sustaining adex with our multiplatform reach

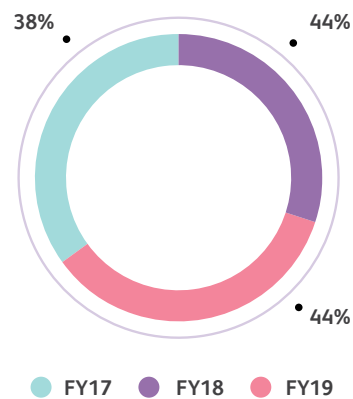
With our multiplatform media reach encompassing households and individuals, we continue to attract strong audiences and engagement on TV, radio and digital brands. Astro's integrated adex proposition is attractive to marketers, differentiated by creativity and boosted by our strength in content, talent, on-ground events and growing data capabilities for audience targeting.

Despite a challenging advertising market in FY19, Astro's share of TV adex, radex and digidex increased to 44%, 76% and 5% respectively. Adex totalled RM687 million, down 5%, amid a 2% contraction of the Malaysian adex market. We initiated disclosure of digidex in FY19, which grew by 43% to RM50 million, and we will continue to prioritise growing our presence in the digital space.

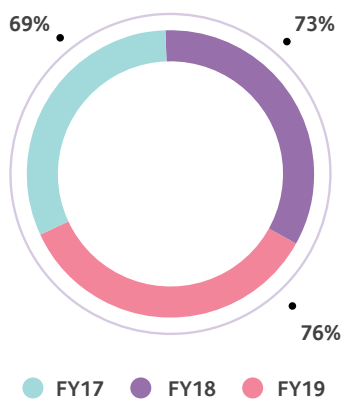
Total adex revenue (RM m)



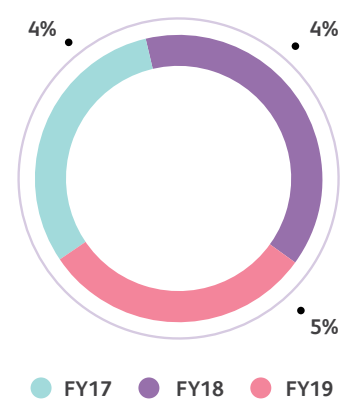
TV adex share*



Radex share*



Digidex share*



Note:

* Digidex is disclosed as a standalone component in FY19, prior years' comparatives have been restated accordingly



Dato' Seri Siti Nurhaliza broke Go Shop's sales record during the launch of her limited edition Vantage cookware in January 2019

A holistic shopping experience for all

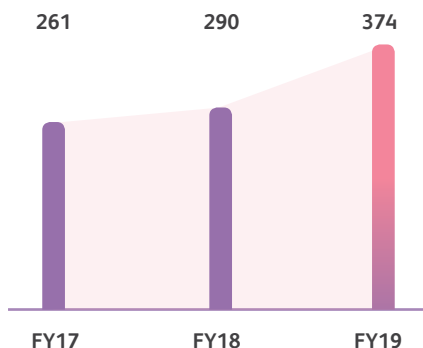
Now in its fourth year of operation, Go Shop, our commerce business continues to grow as Malaysia's No. 1 home shopping platform. Revenue increased by 29% to RM374 million while Go Shop's registered customer base has grown by a similar percentage to 1.8 million.

Go Shop's position as a premium commerce platform leverages the popularity of Astro's content production and breadth of talents and social influencers, as evident in the success of its flagship programmes such as *Chef Wan the Shopping King*, *Go Pak Nil* and *Mei Yan Show*. We also welcomed celebrities including Dato' Seri Siti Nurhaliza and Dato' Aliff Syukri to host special Go Shop live shows which have been very well-received.

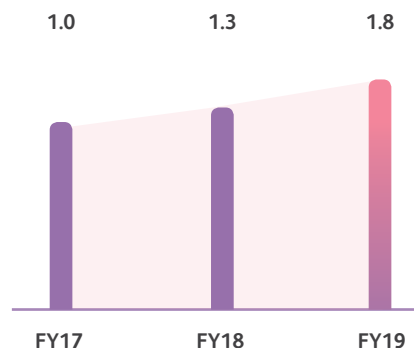
Alongside our three dedicated Malay and Mandarin Go Shop channels, in FY19 we introduced programming in Tamil and English on *Vaanavil* and *Hello* channels respectively. We also produced Go Shop programmes featuring different dialects that are aired on Astro vernacular channels including *Wah Lai Toi* (Cantonese) and *Hua Hee Dai* (Hokkien).

We cater to our diverse customer base by creating differentiated content formats across various platforms. Short-form content including *Go News* and *Masterclass for Raya Season*, as well as live streams on social media platforms deepened customer engagement and reach across smaller screens. Collaborating with GEGAR, Malaysia's No. 1 East Coast radio brand, we delivered Malaysia's first radio home shopping experience to audiences via GEGARMall. In addition, we have successfully trialled a 360° engagement with our customers via *Chef Wan the Shopping King* programme with on-ground events to complement his live shows on TV.

Revenue (RM m)



Registered customer (m)



Our diversified product solutions, ranging from beauty and fashion products to household and digital items, serve customers from all walks of life. This is complemented by partnerships with multiple logistics companies to ensure smooth product delivery and return processes, as well as a user-friendly payment system that allows our customers to purchase products with ease using debit and credit cards, online banking, cash on delivery and e-wallet.

Our multilingual, multiplatform and multiproduct strategy resulted in a wider customer reach across TV, OTT, radio and digital platforms as we continue growing Go Shop and delivering a premium shopping experience to customers.

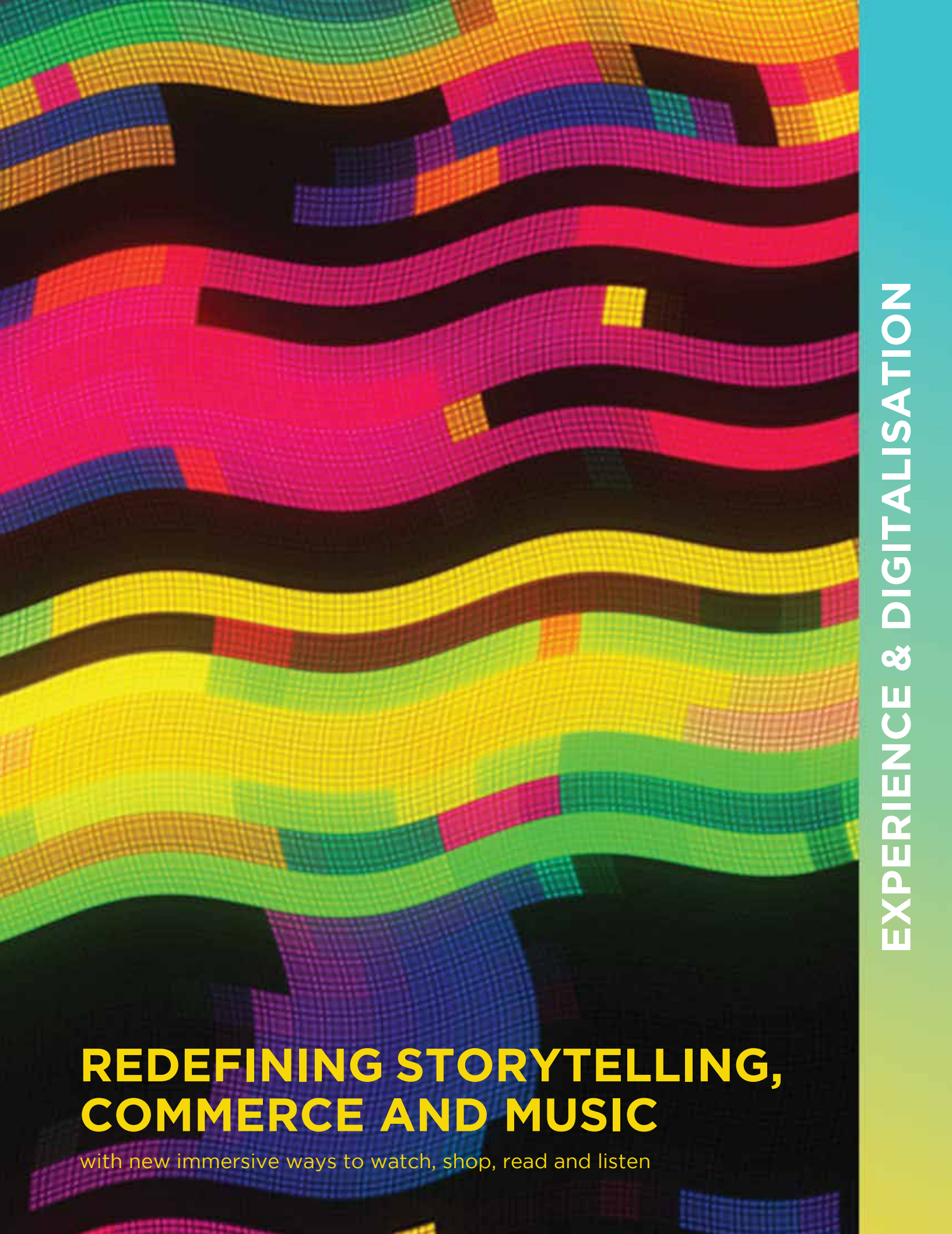
Prioritising local enterprise in sourcing

Go Shop, our commerce arm focuses on bringing about positive economic outcomes to the local community by prioritising local vendors in sourcing for merchandise. Over the last three years, over 95% of Go Shop's merchandise was sourced from local SMEs.



We promote products sourced from local SMEs to boost demand for domestic goods



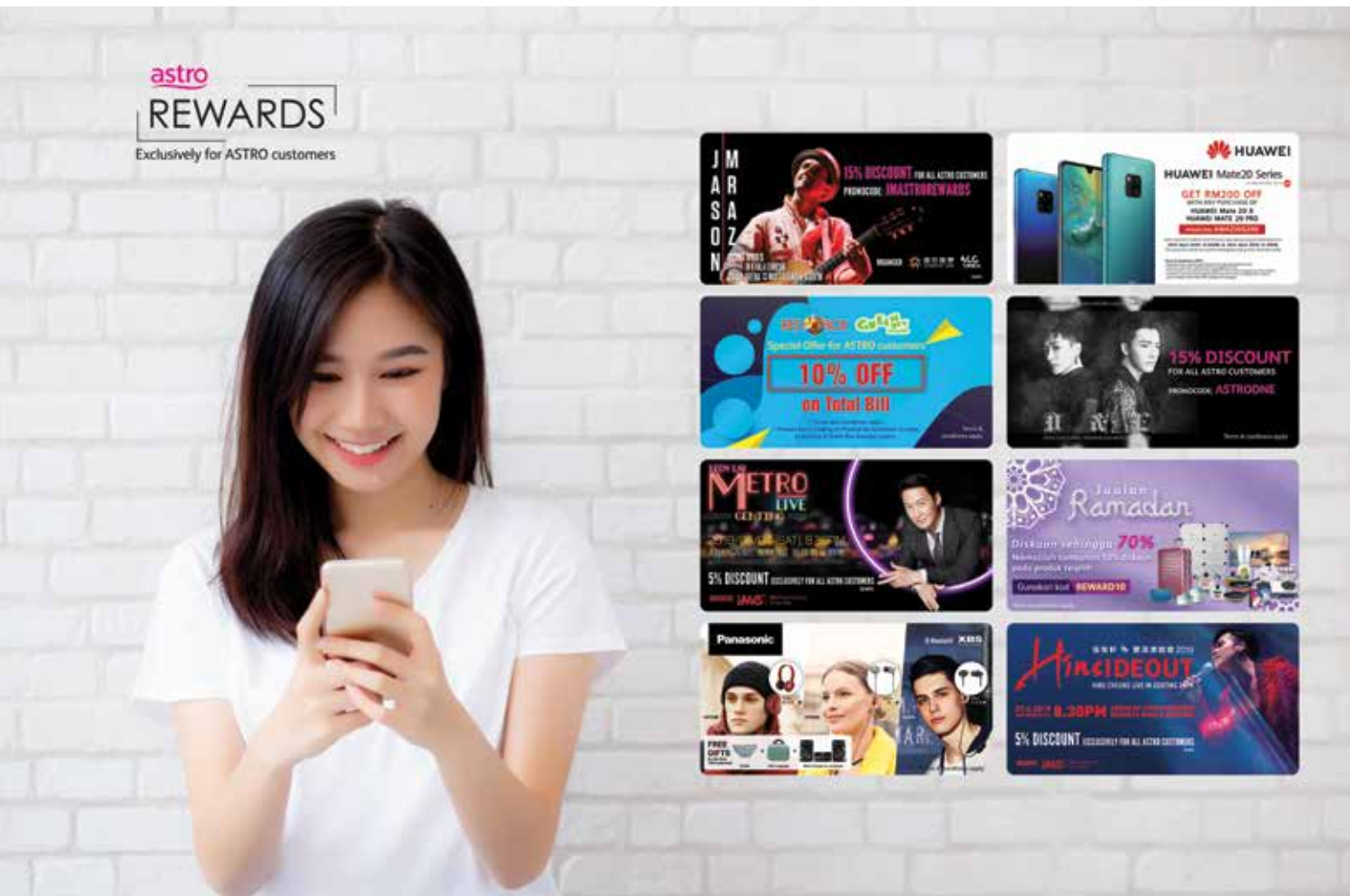


EXPERIENCE & DIGITALISATION

REDEFINING STORYTELLING, COMMERCE AND MUSIC

with new immersive ways to watch, shop, read and listen

EXPERIENCE



We continue to reward customers through exclusive privileges and offers via Astro Rewards

The emergence of faster connectivity and demand for deeper personalisation of content provides opportunities to engage, interact and better understand customers. Throughout FY19, we continued to enhance and simplify customer experience across every touchpoint with the goal of designing a delightful customer journey.

Digitalising customer care

In FY19, we placed a strong focus on improving our existing self-serve channels to provide customers with the flexibility to manage their subscriptions at their fingertips.

Having previously integrated the payment gateway into our Channel 200, the on-screen self-service platform for Pay-TV and NJOI customers, we continue to upgrade payment functionalities

across other parts of our value chain. This year, we added payment capabilities to our MyAstro mobile app, offering our customers the convenience of managing their subscription and bills in a hassle-free manner. With the revamp of MyAstro, customers can now purchase à la carte channels and packages, and settle their bills using the app, thus streamlining the payment process. Meanwhile, our chatbot is now able to facilitate transactions including bill payment and NJOI prepaid credit top-up, going beyond providing general support and service.

In line with our focus on sustainability, we continue to actively promote paperless billing through our Greenleaf Project. Customers can opt for e-bills via email and SMS free-of-charge, or physical bills at a RM3 fee. As a result, 50% of our Pay-TV customers are now on e-billing, a six-percentage point increase year-on-year.

The 2018 FIFA World Cup presented Astro with an opportunity to showcase our omnichannel capabilities in serving customers. Through an array of contact touchpoints, ranging from our on-screen self-service Channel 200 to our customer call centres, customers were able to simplify and fast-track their subscription journey for event passes. Additionally, to cater to tech-savvy football fans, the Stadium Astro VR app was unveiled, allowing our customers to watch all matches live with a 180° VR view. Whether with a VR headset or a standalone smartphone, our Sports Pack and World Cup pass subscribers were able to customise their own camera angles of the match, giving viewers the chance to experience an adrenaline rush watching the game in super slow motion and from an aerial view. Encouragingly, our VR app recorded 145,000 engagement sessions, demonstrating customers' interest in this interactive and immersive sports viewing experience. This was our best World Cup ever, with over 11.6 million unique viewers watching on TV, up 40% from 2014, and 1.7 million streaming digitally through our apps. In total, 87% of Malaysians watched the 2018 World Cup on Astro TV channels.

Rewarding customer loyalty

Astro's market position as Malaysia's preferred content provider would not be possible without our customers' loyal support. As a way of thanking our customers, we continued to enhance Astro Circle, our loyalty programme.

In FY19, over 1.2 million participants took part in Astro Circle's engagement sessions, ranging from points redemption and contests to bespoke events and lifestyle privileges, a 20% increase year-on-year. Our attractive offerings include the redemption of bill rebates, alongside Astro First and Astro Best titles, and festive-exclusive merchandise for Chinese New Year and Hari Raya. Tickets to major events, including sold-out concerts by Jacky Cheung, Mariah Carey and K-Pop groups like Wanna One and WINNER were major draws, along with discounts on entry tickets to Legoland and Hello Kitty & Thomas Town theme parks in Johor.

Throughout the year, we also introduced new exclusive events for different target segments leveraging thematic content such as the World Cup, where we held viewing parties and sponsored lucky participants to Russia, as well as experiences designed to cater to differing personal interests, such as Specialty Coffee Barista and Parent-Child Baking workshops.

FY20 will see the introduction of Astro Rewards, a new programme that will enable our Pay-TV customers to enjoy a variety of exclusive rewards and privileges at participating merchants and stores. In conjunction with the 2019 Chinese New Year celebrations, Astro Rewards campaigns were launched featuring financial and retail offers. We have since included offers on smartphones, as well as concert tickets for Jason Mraz, K-Pop band Super Junior, Leon Lai and Hins Cheung. We will continue to foster strategic partnerships with key merchants to deliver more exciting rewards to our customers.



Our VR app offered an immersive World Cup viewing experience for football fans

DIGITALISATION



Astro has progressed well in our digital transformation journey, having concluded the second year of our three-year partnership with AWS. With the foundations for becoming a cloud and mobile-first company now firmly established, Team Astro is working in an innovative and iterative manner to delight customers by leveraging contemporary and emerging technologies.

Digital transformation goes beyond digitalising organisational processes and adopting cutting-edge technologies, it also encompasses cultivating a change in mindset and culture to drive workplace transformation.



PEOPLE

Cross-team structures and industry-leading training empower our people to better collaborate in shaping the future of Astro by constantly aligning customers' needs with agile practices.



CULTURE

By changing our mindset and dispelling preconceived notions that perfect ideas require large one-off investments, to one rooted in business agility where ideas can be democratised via small iterative processes for fast go-to-market improvements, we are able to quickly adapt to customers' changing expectations.



TECHNOLOGY

With technology as an enabler, we are enhancing asset efficiency and automating processes by embracing cloud, analytics, and machine learning ("ML").

PEOPLE

Cross-functional teams and scaling digital talents

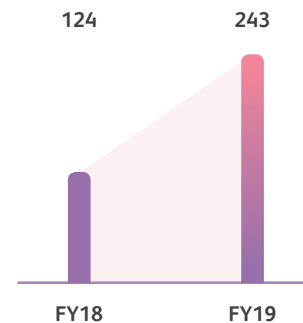
Working closely with AWS, Astro piloted the restructuring of selected teams into customer-centric cross-functional teams to remove silos and cultivate an agile and innovative culture driven by iterative improvements and rapid experimentation through prototyping.

The Cloud COE is one of our first cross-functional teams that was established to manage and oversee cloud products and services, ensuring cloud best practices are adopted across the organisation. Since its setup in May 2018, we have recorded a reduction in time-to-market of new products and features, improvements in applications' stability, enhancements in security compliance and a reduction in overall cost-to-serve. In FY20, we will continue to scale this initiative to teams across Astro.

In parallel, Astro is building a pool of digital talents with the necessary capabilities to design, build, operate and optimise cloud and emerging technologies for faster time-to-market. We are equipping digital talents with the necessary technical skills to drive our digital transformation. In FY19, more than 200 professionals and specialists across different technology areas such as cloud, data analytics, DevOps and cyber security were trained under the CTP

programme. Through this initiative, we have developed a strong pool of AWS certified architects, developers, system engineers and scrum masters to help lay a strong foundation for Astro to operate in the cloud, with documented standards, quality assurance and automation. As one of the largest users of public cloud services in Malaysia, these initiatives are essential to ensure we continue to operate in an optimised and efficient manner.

No. of CTP skill sets trained



Astro is building a pool of innovators via our CTP and CIP programmes



CULTURE

Innovation to compound customer value

In FY19, Astro continued to establish support mechanisms to nurture and manage ideas to propel the organisation innovatively using design thinking and lean methods. The CIP training has been transitioned from being conducted by AWS to being internally led by Astro's innovation champions, with more than 300 talents completing CIP Levels One and Two in FY19 under the guidance of seven Astro trainers. CIP Level One focuses on innovation frameworks and tools whereas Level Two emphasises incubation of qualified ideas with executive sponsorship. This enables us to experiment and validate potentially viable ideas and make prompt decisions to shelve unsuccessful projects at an early stage, thus avoiding unnecessary costs.

A robust external ecosystem was established to contribute a pipeline of ideas and expose Team Astro to new frontiers. Our talents excelled at AWS hackathon events by developing prototypes of automated football highlights and subtitling. Having won first place at AWS Hackdays Malaysia, we emerged second runner-up in the grand finale of AWS Hackdays 2018, the biggest offline hackathon in Southeast Asia which was held in Jakarta in September 2018. We also teamed up with one of our partners to organise a hackathon event, leveraging their extensive global employee network and expertise to generate ideas to deliver better products and services to Astro's customers. Driven by a culture of innovation, management teams across Astro business units assembled to reimagine our business and services in the ANT Workshop series.

Championing sustainability through digitalisation

We are streamlining processes to improve productivity through the adoption of digital tools in areas including human capital management, IT service solutions, content management, and customer relationship management. To encourage customers to switch to e-billing, we introduced a RM3 fee for each paper statement issued since June 2018, in line with our commitment to go digital and deliver a fast and convenient billing experience to our customers while reducing paper waste.

In championing equal access to quality education, we collaborated with local media and telco partners to launch JomStudi – a digital learning platform aggregating quality educational material for students. Astro's educational content is made available on the JomStudi platform and is accessible to students including those in remote areas, hence reducing the need for printed materials.



Astro's educational content is easily accessible to students via the JomStudi platform

The ANT Workshop series: Cross-organisational workshops to reimagine our business

We conducted a series of ANT Workshops in FY19 to ensure Astro's priority areas are aligned to the needs of customers. Team Astro was asked to reimagine business models, rethink the way we serve customers, and change fundamental business rules to augment customer value.

"We picked the humble ant for its qualities of being great team players, efficient and hardworking. Despite its size, the ant is able to conquer bigger predators through collaborative efforts and perseverance. Team Astro must be like ants in the new borderless world, small yet immensely powerful when we work as one," emphasised Astro's then CEO Designate, Henry Tan.

Intentionally introducing talents from different parts of the organisation to look at priority areas and opportunities, the workshops were orchestrated using Amazon's working-backward methodology and structured with leading standard of innovation activities to spur debates, ideation, and feedback from various lenses, especially the customers'. Every team had an assigned customer role – an individual whose task was to probe and challenge thinking.

Insights garnered from the workshop were taken forward by business teams to test and incorporate as strategies. Ideas to shift business enablement have since been put into practice, including a revised group annual planning process that promotes cross-organisational visibility and support in achieving common goals. We are confident that the resulting customer-first initiatives will deliver positive experiences across Astro's ecosystem, allowing us to capture adjacent opportunities within the households we serve.



A series of ANT Workshops were held in FY19 to align priority areas to customer needs



TECHNOLOGY

Magnifying customer insights and business efficiencies through ML

Acceleration into cloud-based services has helped us overcome capacity limitations inherent in on-premise IT infrastructure while reducing our IT infrastructure footprint and maintenance costs. The flexibility of cloud solutions allows us to shift from a capital-intensive model to one which is asset light and pay-as-you-go, enabling us to harness emerging technologies available on cloud to continue strengthening our core business.

In FY19, we enhanced business efficiencies and insights through the use of data analytics to further automate processes and support key business goals such as personalisation, upselling, retention and cross-selling.

We started tapping into new opportunities, leveraging on emerging technologies such as ML, computer vision and Natural Language Processing (“NLP”) to enhance content search and recommendations for customers. We further digitalised through Robotic Process Automation (“RPA”) to automate manual tasks and boost work efficiencies.



Astro won third place in the grand finale of AWS Hackdays 2018, the biggest offline hackathon in Southeast Asia

Highlights of our FY19 digitalisation accomplishments

Content acquisition, processing & recommendation

To unlock the value of our extensive in-house content library, we initiated the migration of our core content archives comprising over 500,000 hours of content into the cloud. By integrating automation capabilities into our core operations, we shaved content turnaround time from our archives by half, thus increasing content delivery efficiency. We also started exploring content acquisition with immediate simultaneous review capability, even at remote production locations, to help us deliver the right content faster based on a customer's profile. Combining analytics with ML, we updated the content recommendations from tag-based to AI-based for some of our digital brands, which has contributed to a significant increase in the click-through rate as well as average page views.

Efforts to localise our content include deployment of a cloud-based subtitle automation platform utilising deep neural machine translation which can double our subtitle production efficiency by halving the time required to generate local language subtitles compared to purely manual endeavours.

With unified metadata publishing capabilities in the cloud, connections were established between our assets which enabled quick recommendations of more personalised content to our viewers. Our cloud-based AI and RPA also enhanced our content processing abilities by automating content scheduling and ensuring relevant content information is displayed to viewers in a timely manner.

Sales conversion

We integrated our sales platforms and optimised our end-to-end process to allow for better conversions from the point when leads are received to order creation, hence reducing redundancies and the need for multiple data entry.

Additionally, our call centre system has been enhanced to effectively flag out potential sales leads from the respective omnichannel sales team in a shorter amount of time to further nurture leads, resulting in higher conversions. We also applied predictive analytics to drive take-up rates of sales campaigns across the board.

Customer care

Through progressive digitalisation of our call centres, we enhanced our capabilities with technologies that include digital interactive voice response while further driving customer engagement and experience through chatbot, social media and self-serve portals.

Technical operations

To improve the operational resilience and stability of core customer relationship management and billing systems, next-generation monitoring capabilities were introduced utilising trend analysis and analytics to predict and pre-empt possible service disruptions, resulting in a dramatic reduction in system outages since its introduction.

The use of AI and NLP technology has also allowed for automation of service requests received by the technical operations service desk, reducing resolution time of high-frequency technical requests from an average of 48 hours to under an hour, and leading to an improvement in overall customer experience.





TALENT

SHAPING ART, CULTURE, ENTERTAINMENT

and lifestyle, our talents leave a lasting
impact on our fans

TALENT



Through the Astro Champs Awards, we celebrate the academic success of our talents' children in national examinations

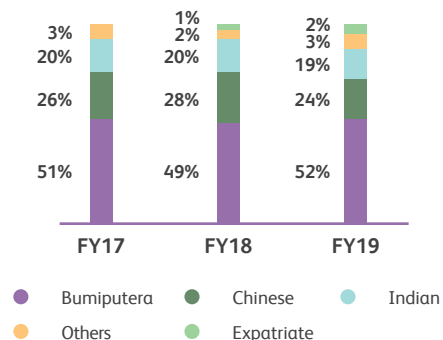
Astro's ability to serve Malaysians as the nation's content and consumer provider of choice draws upon the diversity of Team Astro's talents numbering 4,671 in terms of cultural background, age demographics and gender composition. Astro views talent diversity as crucial to driving innovation within the company and we practise an equal opportunity hiring policy without discrimination on grounds of race, religion, gender, age, sexual orientation and disability.

As at the end of FY19, 49% of our talents are women, with 43% of Senior Leadership roles being held by women. The average age of our talents is 34 and 98% are Malaysians. The increase in headcount seen in FY19 is primarily due to the conversion of certain contract employees to permanent status. As at the end of FY19, around 10% of our workforce are contract employees. Our annual permanent staff turnover rate is 12.5%.

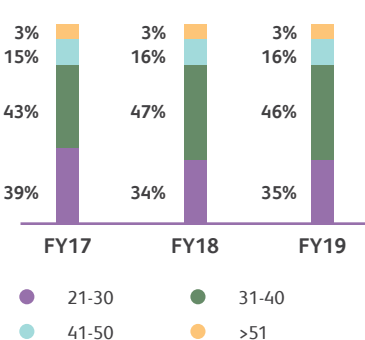
Astro is committed to attracting, developing and retaining top talents from diverse backgrounds, both experienced hires and graduates alike. In this age of increasing digitalisation and disruption, our priority is to inculcate an innovation-driven and growth mindset in our talents through various learning and development programmes. Our employee benefits are structured to be flexible and tailor-made to our talents' needs while our scholarship programme is focused on STEM fields to ensure a sustainable talent pipeline for Astro.

Our Group undertook a strategic business review at the end of 2018, which included a reassessment of our overall talent strategy to allow for a sufficiently nimble, lean and agile workforce that is able to effectively address the vibrant competitive landscape. In December 2018, we announced an ESS that was taken up by around 10% of our workforce. This exercise, which was completed at the end of February 2019 allowed us to redesign our organisational structure, consolidate roles, and streamline processes.

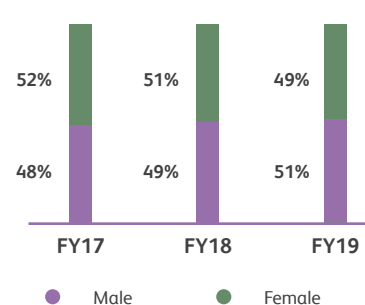
Ethnic composition*



Age composition*



Gender composition*



* Based on pre-ESS headcount of 5,302 as at 31 January 2019. Headcount post-ESS as at 28 February 2019 numbered 4,671



Digital

We delivered the CTP programme that imparts a structured approach to building capabilities around cloud technology and analytics. Our focused efforts led to Astro winning the Talent Accelerator Award for Malaysia by IDC in 2018.



Innovation

The CIP programme challenges our talents to innovate from within, working with mentors in specialised CIP workshops that provide the support framework necessary to incubate product innovations.

Continuous learning and development

In line with the organisation's digital transformation journey, Astro continues to provide learning opportunities to upskill, reskill and develop the capabilities of our talents. FY19 marks a strong shift towards building a culture of learning enabled and supported by digital learning assets. Programmes in FY19 focused on learning and development themes relating to digital and innovation.

Our annual three-day Astro Learning Fest engaged 2,373 participants in a total of 65 learning sessions. More than 3,900 hours of learning were recorded, an 84% increase year-on-year, in the fields of science, technology, engineering, arts and mathematics.

All employees are also required to complete internal training modules covering areas of business ethics, OSHE, risk, IT security and protection, and handling of RPTs. Learning hours in FY19 totalled 51,820, averaging more than nine hours per employee.

Building a sustainable talent pipeline

Astro Scholarship Awards

The Astro Scholarship Awards continues to recognise and reward outstanding students with a total of RM31 million extended since its inception in 2005, benefiting 68 high-achieving graduates to date. In FY19, we awarded two deserving students full scholarships to pursue their tertiary education in actuarial science and civil engineering respectively, joining a further 14 Astro scholars who are currently studying abroad.

Propelling industry talent

As the talent management arm of Astro, Rocketfuel continues its specialised focus on influencer marketing, music IPs and digital content creation. Rocketfuel currently manages 147 talents with over 42 million fans on social media, and 20 million music streams and digital downloads. In addition, Rocketfuel has 38 talent-driven digital IPs on YouTube with over 1.5 million subscribers and 274 million views collectively.

Rocketfuel offers marketers end-to-end solutions and access to popular social influencers with the right brand fit and relevance. In FY19, Rocketfuel continued to develop new digital IPs and talents for eventual regional expansion including 16 Baris, Harvinth Skin, Hael Husaini, Chaleeda, Syamel and Ernie Zakri.

Our Talent Programmes

1

Management Associate Programme (MAP)

Astro continuously seeks to build a sustainable organisation by grooming young Malaysian talents. We welcomed 12 graduates into the seventh and eighth cohorts of MAP in FY19. The 24-month programme is designed to hone their capabilities through rotations across various key business units based on their development needs and interests. To date, we have 14 exceptional individuals who have graduated, and 22 future leaders currently enrolled in the programme.

FY19 marks our fifth year of partnership with Teach For Malaysia. Our MAP candidates were posted as teaching assistants in high-needs schools across Malaysia for three months, providing exposure to diverse communities and building their leadership skills in classrooms. MAP candidates undergo a series of learning checkpoints and training sessions to hone the necessary skills required for classroom teaching that are also applicable to their professional development.

2

Technology Associate Programme (TAP)

FY19 marks our second year of TAP, where we welcomed onboard three new graduates who are passionate about technology. There is a total of nine graduates currently enrolled in the programme. TAP candidates undergo job rotations in our Technology COE to sharpen their business and technical acumen with the aim of becoming well rounded specialists in the technology space.

3

Leadership Exploration and Development (LEAD) Programme

Astro collaborated with the United Kingdom & Eire Council of Malaysian Students (UKEC) to host the LEAD programme, an intensive three-day boot camp for Malaysian tertiary students held in January 2019. 61 participants attended this programme, including 10 Astro scholars. Held in Manchester, these promising young Malaysians honed their leadership skills through solving business challenges within a simulated real-world context. Our CEO Henry Tan was present and shared his insights with LEAD participants on the interpersonal qualities that are essential to achieve business success in today's environment.

4

Internship Programme

Under the Astro Internship Programme, placements were offered to over 90 tertiary students in FY19. Outstanding performers are earmarked for graduate recruitment upon completion of their tertiary studies.

5

Astro Champs Awards

To encourage academic excellence, 25 children were awarded prizes during the Astro Champs Awards held in September 2018. This award is open to the children of Astro's employees to celebrate their success in national examinations across all levels from UPSR to A-Levels.

MANAGEMENT & TECHNOLOGY ASSOCIATES



From left to right

Brianna Chang Pei Shan

BSc Mathematics with Statistics
- Imperial College London

"I have the opportunity to initiate projects that could be a game changer."

Ahmad Akmaluddin bin Ahmad

MEng Computer Science & Electronics
- University of Bristol

"My journey has been rewarding and amazing."

Thavakumaran a/I Jeyananthan

MEng (Honours) Mechanical Engineering
- University of Manchester

"I am on my way to becoming a full stack developer."

Siti Farhana binti Sheikh Yahya

MA Conflict, Security and Development
- King's College London

"I am able to pursue my passion in helping the underprivileged community."

Natalie Chang Siu-Ying

Bar Professional Training Course
- City, University of London

"My experience will equip me to take on future challenges with confidence."

Lemuel Ong Chin Shan

BA Film and Media Studies
- Calvin College, Michigan

"There is never a dull moment in Astro!"

TALENT

Rewarding talents through attractive employee benefits

We provide flexible and customisable employee benefits to attract and retain talents in Astro. myChoice@Astro offers a flexible benefit arrangement encompassing a range of core and flexible benefits. Core benefits include medical coverage, life, health and personal accident insurance while the flexible spending account can be utilised for various means including health and wellness, technology, annual leave as well as medical leave incentives. Our talents are also entitled to a subsidised Pay-TV subscription.

To ensure our pay scale is reflective of current market trends, Astro's annual remuneration review provides an avenue for an increase in the base pay of eligible employees. In FY19, the average increment rate accruing to our workforce was competitive in relation to the national average. This yearly exercise is also used as a tool to gradually equalise pay variances between employees performing similar job functions, helping to reduce inequality across our workforce.

The welfare of our talents is a priority with multiple channels established for employees to report any untoward incident such as bullying and harassment. Management is also trained to manage such incidents in a professional manner. We conduct an annual employee engagement survey to gather actionable feedback from our talents.

Awards

In FY19, we were awarded the Most Popular Graduate Employer in the Broadcasting/Media sector in Malaysia's 100 Leading Graduate Employers Award for the seventh time and maintained our ranking in the top 20 of Leading Graduate Employer Brands. Astro was also awarded the Talent Accelerator Award for Malaysia at the IDC Digital Transformation Awards 2018, which recognises outstanding organisations that have made critical breakthroughs in digital transformation across the Asia Pacific region.



Our CEO Henry Tan shared his insights with our scholars and Malaysian students during the LEAD Programme, UK in January 2019

Nurturing and empowering our talents

Our efforts to incorporate sustainable practices in talent acquisition and management include:

- Prioritising learning and development to nurture digital comprehension and innovation, upskilling and enriching our talents via in-house and external training programmes.
- Investing to sustain a pipeline of high calibre talents through multiple initiatives including scholarship awards, internships, and associate programmes.
- Promoting a healthy lifestyle among our talents by hosting monthly physiotherapy sessions, organising quarterly blood donation drives and weekly exercise classes, and through partnerships with health professionals and health-related entities.



PERSONALITIES & INFLUENCERS



From left to right

Usop Singer

Ernie Zakri Singer

Ashwad Ismail Astro AWANI Presenter/Producer

Lisa Surihani Actress/Social Influencer/Humanitarian

Lil J Rapper

Zizan Razak Actor/Singer/Social Influencer

Radin Radio Announcer/Social Influencer

Faraz eGG Network Host

Nicole Lai Actress/Singer/Social Influencer

Geraldine Gan Actress/Singer/Social Influencer





TOUCHING LIVES AND PROTECTING THE ENVIRONMENT

with effective, sustainable programmes
that make a real difference

COMMUNITY & ENVIRONMENT



We aspire to serve and empower our community through our Astro Kasih programmes

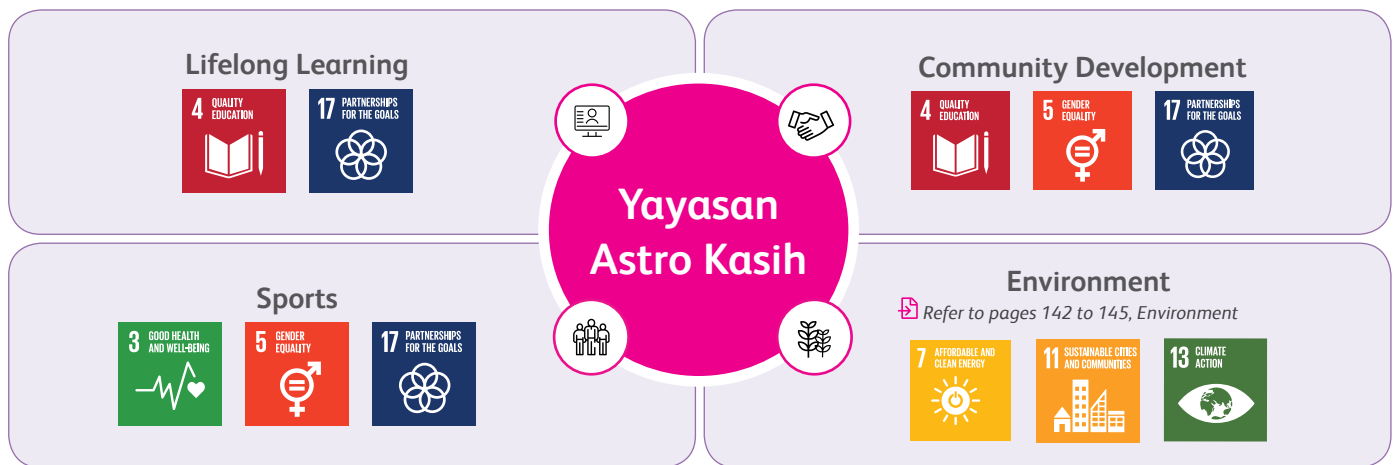
Empowering our community and advocating an inclusive society

Highlights:

- RM10.2 million – Total community investment in FY19
- Total of 16,369 hours contributed by Team Astro for 175 community programmes in FY19



Our foundation, Yayasan Astro Kasih serves as Astro's platform to enrich and inspire the community through its four pillars: Lifelong Learning, Community Development, Sports, and Environment. Yayasan Astro Kasih has evolved from charitable giving and is now focused on developing programmes that make a lasting difference by addressing seven of the 17 United Nations SDGs.



Astro within the Community

At Astro, our various community projects are thoughtfully designed and executed to meet the long-term needs of the community and nation. Our talents continue to participate in our outreach activities to create real and ongoing positive social change through various community empowerment programmes throughout the year.

Lifelong Learning

Being a multiplatform content player, Astro is able to reach out and positively impact communities, including those living in less accessible areas. Working together with the Ministry of Education, our Kampus Astro programme has provided 10,507 schools, Teacher Activity Centres and State Education Offices across the country with free access to 17 learning channels in FY19. Our Kampus Astro programme is also present in 75 pediatric and oncology wards, Schools in Hospitals and military hospitals, aiding students who are unfit to attend school to keep up with their studies.

The Astro Kasih Knowledge Zone, another initiative to support lifelong learning has helped set up mini libraries in 89 underprivileged homes throughout the country since its inception in 2012. In FY19, Astro partnered with Big Bad Wolf Books to run a book drive at their annual book sale in December 2018. Team Astro contributed 1,058 hours to man the 24-hour book drive for 12 days, collecting more than 16,000 books to be distributed to mini libraries in such homes.

Community Development

Astro Kasih Hostels were established to help primary school students in the deep interiors of Sabah and Sarawak learn in a more conducive environment and empower them to excel academically. The first hostel built in 2010 was for SK Magandai with two other hostels subsequently built for SK Malinsau in Sabah and SK Sg. Paku in Sarawak.

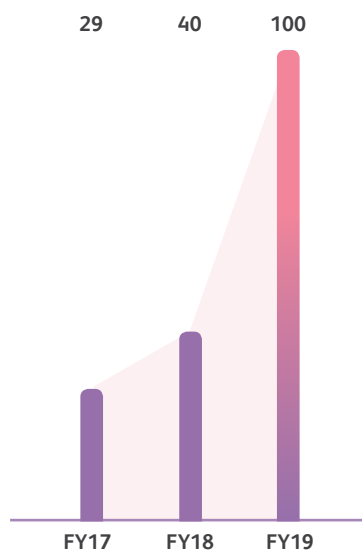
To prepare Standard Six students of all three schools prior to their UPSR examination, we organised workshops to tutor students and conducted after-school revision classes. The collaborative efforts between Astro Kasih and the school teachers have contributed to a continual improvement in the students' results since the first camp held at SK Magandai in 2011. In 2018, for the first time ever, three students from SK Malinsau, Sabah successfully scored straight A's in the UPSR examination.

For the second year running, Astro collaborated with WEDU, a global social enterprise to develop future women leaders from marginalised communities in Cambodia, the Philippines and Vietnam through the Astro-WEDU mentorship programme. Over the course of six months, eight mentors from Team Astro guided their mentees towards achieving their personal and professional goals while empowering them to make a difference within their communities.

Ujian Penilaian Sekolah Rendah* (UPSR) results from 2016 to 2018

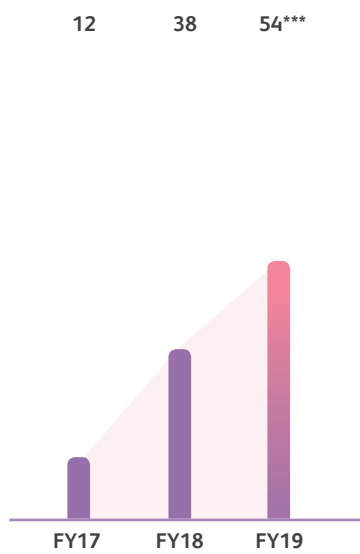
SK Sg. Paku, Sarawak

Overall passing rate (%)



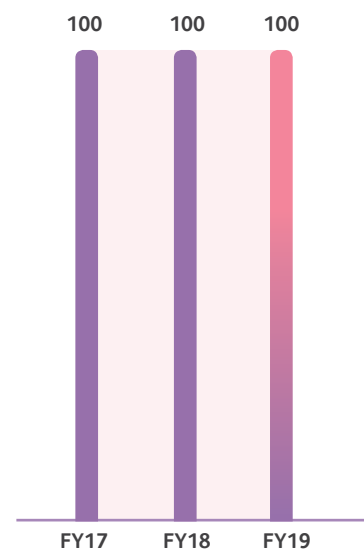
SK Malinsau, Sabah

Students scoring a minimum of 1A (%)



SK Magandai, Sabah

Passing rate for English (Comprehension) and Science (%)**



* UPSR is a national examination taken by all students in Malaysia at the end of their sixth year in primary school

** SK Magandai also recorded a 100% passing rate for Bahasa Malaysia (Comprehension) for the first time in FY19

*** Three students scored 6As in FY19



Rocketfuel talent Lisa Surihani during a storytelling session at the Astro Kasih book donation drive

Sports



Outstanding Kem Badminton participants attended a two-week Overseas Intensive Training Programme in Tokyo, Japan

As a content company focused on delivering quality sports content to our customers, it was a natural decision for us to invest in identifying and training children aged 10 to 12 in football and badminton – the two favourite sports of Malaysians. Over the years, both our flagship programmes; Kem Bola and Kem Badminton, have seen an increase in grassroots participation, in line with our belief that sports should be inclusive.

In FY19, more than 3,400 children participated in the Kem Badminton selection camps held across six locations in Malaysia as well as in Bogor, Indonesia. Organised in collaboration with the Badminton Association of Malaysia (“BAM”), 70 participants were shortlisted to attend a week-long Intensive Training Programme in Kuala Lumpur in September 2018. During the final stage of this event, 29 outstanding participants were selected to undergo a two-week Overseas Intensive Training Programme conducted by the Japan National Junior Team coaches at the National Training Centre in Tokyo, Japan in December 2018.

Our badminton programmes have progressed from intensive training camps to regional competitive tournaments since its inception in 2012. In September 2018, Astro successfully organised the first national and regional level Astro Junior Championship, a Under 15 (U-15) mixed-team badminton tournament. The national level Astro Junior Championship, co-organised with BAM, saw an overwhelming response with 320 children from all over Malaysia competing for the title.

The regional level of Astro Junior Championship, co-organised with Badminton Asia and BAM, was a huge success, with the participation of 14 prominent teams. In total, 160 participants from Malaysia, China, Chinese Taipei, Hong Kong, Japan, Indonesia, Singapore, Thailand and Vietnam competed to be crowned the champion of the first ever U-15 mixed-team badminton tournament in Asia.

We collaborated with the Football Association of Malaysia (“FAM”) to organise our 2018 Kem Bola Selection Camps in seven locations across Malaysia and Singapore. 36 girls and 36 boys were shortlisted from among the 2,222 participants for the Advanced Camp where coaches from the prestigious Barca Academy were brought on board to lead the training sessions. 32 children, comprising 16 girls and 16 boys were eventually selected from the Advanced Camp for a 10-day Overseas Training Programme in Barcelona, Spain in November 2018 where participants benefited from daily world-class coaching sessions conducted by Barca Academy coaches.

Our investment into the community over the years has consistently borne fruits. As these communities grow and develop towards realising their own potential in a sustainable manner, Astro will continue to invest in key areas aligned with our business pillars for the betterment of our community and nation.

Our efforts in relation to Yayasan’s fourth pillar of Environment is outlined in the subsequent section.

ENVIRONMENT



Driving eco-friendly initiatives

Astro implements various initiatives as an environmentally responsible enterprise. By adopting greener practices and championing environment-friendly processes and services, we reduced our carbon footprint, and water and electricity consumption, allowing us to operate in a more sustainable manner.

Continuous tracking of our carbon footprint

Carbon footprint assessments are regularly commissioned from a third-party vendor across our operations and main offices within the Klang Valley. The scope of the assessment covers our six main operating premises as follows:

- AABC, Bukit Jalil
- MEASAT Teleport and Broadcast Centre (“MTBC”) and Astro Cyberjaya Broadcast Center (“ACBC”), Cyberjaya
- Menara ICON, Kuala Lumpur
- Bangsar South Contact Centre (“BSCC”)
- Wisma Ali Bawal (“WAB”), Petaling Jaya
- Bursa Malaysia, Kuala Lumpur

The latest assessment, completed in February 2019, measured our total GHG emissions under the following scopes as defined in the GHG Protocol:

Scope	Description	Emissions (tCO ₂ e)			Total by Scope
		2016	2017	2018	
1	Direct GHG emissions from sources that are owned or controlled by the reporting company Example: Electricity generators for Uninterrupted Power Supply ("UPS"), company-owned vehicles	1,375	1,177	751	3,303
2	Indirect emissions associated with the generation of imported/ purchased electricity, heat or steam Example: Electricity supply from TNB	29,892	29,421	26,725	86,038
3	Other indirect GHG emissions from transport means that are not company-owned Example: Flights, business travel	9,494	8,202	6,946	24,642
Total Emissions		40,761	38,800	34,422	113,983

Scope 1, 2 and 3 emissions declined by 36.2%, 9.2% and 15.3% respectively in 2018. Over the 2016 to 2018 period, emissions registered a CAGR of -26.1%, -5.4% and -14.5% respectively. Scope 1 emissions saw a sizeable decline resulting from more stringent controls on fuel card usage for company vehicles in line with group-wide cost optimisation efforts. Scope 2 emissions decreased largely due to the installation of solar panels at AABC and overall energy conservation efforts across all premises. The reduction in Scope 3 emissions was primarily due to the streamlining of business travel, as we engaged with business partners and suppliers through digital and voice interactions as much as possible.

Water usage

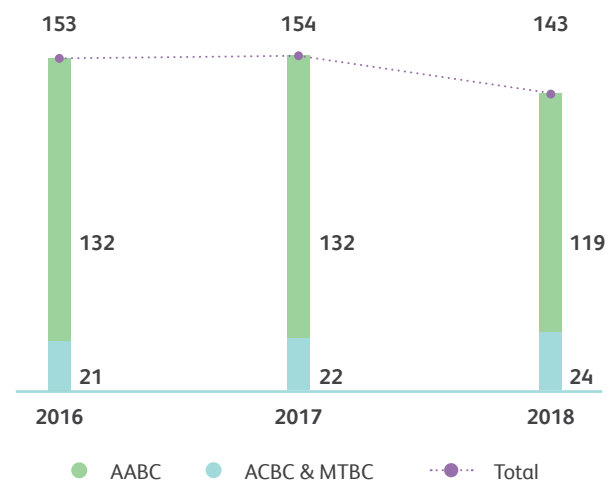
We are committed to efficiently managing our water resources and have employed the 3R principles of Reuse, Reduce & Recycle. We have installed motion-sensor taps and toilet flushing systems, aerated the water supply to reduce water consumption, and upgraded our chiller operations for better efficiency.

We are also incorporating a rainwater harvesting system within our new building at AABC that is currently under construction. The building, which is over 90% complete is scheduled to be occupied by the second half of FY20 and will have the capacity to collect and store 13,500 litres of water.

The following analysis on the trend of water usage (and electricity consumption in the subsequent section) focuses on AABC, ACBC and MTBC as we are able to track and control resource utilisation in these buildings, whereas other regional offices are rented spaces located in buildings with common amenities.

The water consumption trend shows an overall reduction of 7.1% from FY18, and a CAGR of -3.3% from 2016 to 2018 due to water conservation practices introduced throughout.

Water consumption trend ('000 m³)





We installed more than 4,700 solar panels at Astro headquarters with the ability to generate 1.8 million kWh of electricity per annum

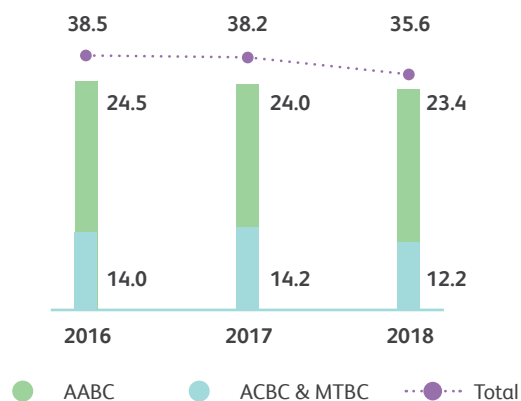
Electricity consumption

We have improved energy usage over the years by adopting various energy efficient solutions for our three main buildings. At AABC, we upgraded the air-conditioning system in stages and refurbished our air handling unit, cooling towers and chilled water pumps. To improve energy efficiency and reduce our carbon footprint, we adopted green building features such as optimising natural light and ventilation in the construction of our soon-to-be-completed new building at AABC.

In October 2018 we installed a total of 4,780 solar panels on the rooftop of AABC, covering an area of over 100,000 sqft which converts sunlight directly into electricity for the building. Depending on factors such as sun intensity, cloud cover, relative humidity and heat build-up, the total peak capacity of the solar panel system is 1.5MW with the ability to generate 1,800,000 kWh of electricity per annum. We are looking to extend this initiative to ACBC in FY20. Additionally, two electric vehicle charging stations were installed at AABC in an effort to reduce carbon dioxide emissions and promote use of energy efficient vehicles among our talents.

Our energy conservation efforts have led to a reduction in electricity use of 6.8% versus FY18, and a CAGR of -3.8% from 2016 to 2018.

Electricity usage trend (m kWh)



e-Waste management

We also employ the 3R principle in relation to our used STBs. STBs found to be beyond economic repair are disposed of via an e-Waste disposal and recycling partner certified by the Department of Environment. Working closely with our suppliers, we continue to innovate to improve the design, life span and energy efficiency of our STBs. As far as possible, STBs are refurbished and redeployed in the market to reduce the company's environmental footprint.

Occupational Safety and Health (“OSH”)

The safety and health of Astro’s talents and suppliers remains a top priority. OSH is governed by an internally established occupational safety, health and environmental management system compliant with OHSAS18001 and ISO14001 international standards. The management system has been digitalised over the last two years and is continuously being improved to facilitate company operations. Astro recently initiated a system upgrade to meet ISO45001 standards in the near future as the OHSAS18001 management system will be discontinued in 2020.

It is compulsory for all talents to undertake an annual OSH training module online and pass the online assessment, where the passing mark is 80%. Other training provided include modules on fire safety, first-aid, ergonomics as well as specific on-the-job safety. All installers are required to undergo OSH training before commencing employment and attend a refresher course before their annual contract renewal.

To ensure preparedness during emergencies, annual fire drills are conducted at Astro’s six main offices as listed earlier, as well as Wisma SSP in Seri Kembangan. A bomb threat emergency exercise was successfully conducted at AABC in December 2018 involving the Royal Malaysian Police, Fire and Rescue Department and nearby hospital personnel.

In FY19, the accident rate per 1,000 employees at Astro remained low at 0.19, compared to the national average of 2.93 according to the Ministry of Human Resources. There were no fatal accidents reported in the last three years.

There was one occupational lost time injury reported in FY19. Unfortunately, this incident occurred due to the non-compliance of safety procedures by a contractor during the installation of an Astro outdoor dish at a customer’s home. We continue to reinforce a compliance culture among our talents to ensure such incidents are avoided in the future.



Electric vehicle charging stations were installed at our headquarters to promote usage of energy efficient vehicles among our talents

Caring for our environment

To reduce paper and ink usage, we intentionally set our printers to a default of double-sided, black and white printing and recently redesigned our corporate template to feature a white background instead of magenta, our corporate colour. We support the use of public transport by having dedicated shuttle buses for our talents to commute to and from light rail transit stations, thus helping to reduce the general carbon footprint. We have also installed energy-efficient hand dryers in our washrooms to reduce the use of paper towels. In an effort to encourage our talents to bring their own reusable bottles and containers, our cafeteria no longer provides straws and polystyrene food boxes to patrons.

