

Value Creation Model

We harness our six Capitals as inputs to fuel our economic value creation, leveraging our three strategic drivers of Content, Products and Sustainability. The financial and non-financial output of this process strengthens Astro's ecosystem and is shared with our stakeholders and society.

Input (Capitals)



Intellectual capital

We are the largest content creator in Malaysia. Our intellectual capital comprises content-related intellectual property (IP) rights (both owned and licensed), strong brand reputation, business processes, as well as systems, software, patents, trademarks, and proprietary information.



Industrial capital

This consists of our proven capabilities to produce, aggregate, and distribute content across TV, radio, digital, cinema and at on-ground activations, leveraging our ready customer base and extensive market reach to Malaysian households, individuals and enterprises.



Human capital

This comprises the collective knowledge, experience and expertise within our Group as we continue to nurture, hone and harness the diverse skill sets and expertise of Team Astro's on- and off-screen talents while championing diversity and inclusion, creativity and accountability.



Financial capital

This consists of the pool of funding that our Group has access to, derived from our cash-generative business as well as access to institutional lenders and financial markets. This is prioritised towards reinvestments for future growth.



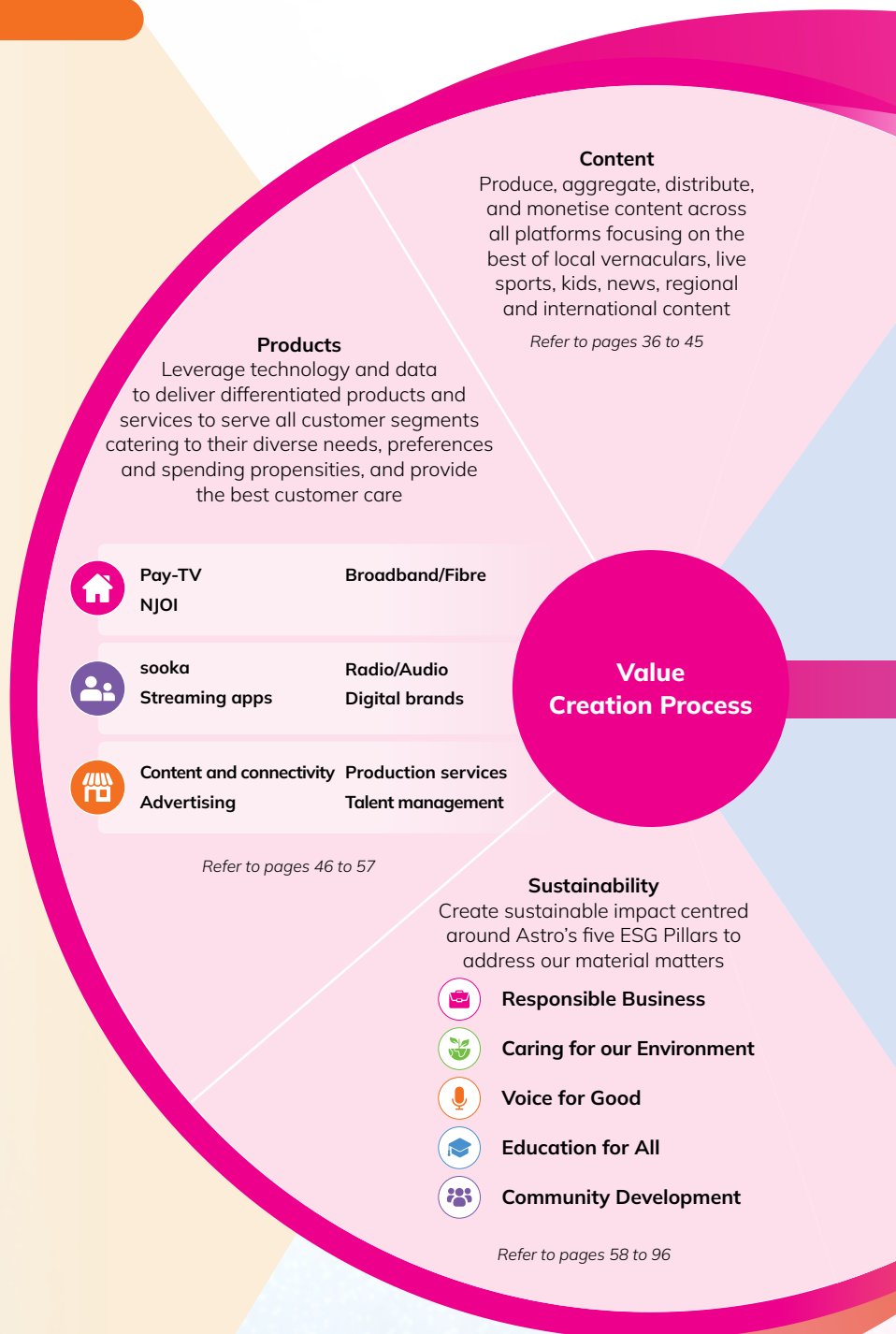
Social and relationship capital

We establish strong relationships with our stakeholders, understanding and addressing their concerns in maintaining our social licence to operate. Our ESG efforts generate positive long-term impact for communities.



Natural capital

We are committed to be carbon neutral by 2040 and are executing our Climate Roadmap to decarbonise and lower Astro's carbon emissions, while actively pursuing Net Zero 2050. Mindful of our environmental footprint, we utilise natural resources responsibly through more sustainable business practices.



Value Creation Model

Strengthening our ecosystem

Growing our customer reach and content creation capabilities amid industry changes and ongoing acts of piracy for business sustainability

Market Reach

5.3m

TV households

65%

Household penetration

9,100

Enterprise customers

17.1m

Weekly listeners on FM and online radio

13.5m

Monthly visitors across our digital brands

Enhancing shareholder value

Delivering positive operational performance and rewarding shareholders

Financials

RM3.1b

Revenue

RM129m

PATAMI

RM509m

FCF

44%

FCF yield

2.9x

Net debt/EBITDA

FY25 Output

Supporting the local economy

Contributing to Malaysia's economy and local media industry

Government & Industry

RM288m

Corporate tax payment

RM1.2b

Payment to local vendors

Content

10,900 hours

Local content produced

RM379m

Local content investment

ESG-focused corporate citizen

Operating responsibly and contributing to the betterment of our talent, community and environment

Talent

2,856

Employees

RM385m

Employee remuneration

12.6

Average learning hours

10,075

Employee volunteer hours

Community

12,780

Voice for Good hours

RM140m

Investment in educational and learning content since 2012

Environment

1,240 tCO₂e

Carbon avoidance from renewables initiatives

3%

GHG emissions reduction (Scope 1 and 2) towards Carbon Neutral 2040