

Strategic Priorities



Products

Delivering seamless, integrated products and experiences that drive engagement, retention and growth

PAY-TV

Astro will continue strengthening and expanding our Pay-TV value proposition by deepening the breadth and depth of our content and service offering. This includes growing the number of integrated streaming applications, enhancing the On Demand library and introducing more value-added services that improve convenience, choice and discoverability. Our aggregation strategy remains a key differentiator as it brings together an ever-wider selection of premium entertainment across genres, languages and formats. Through this, we aim to deliver a more seamless and future ready viewing experience that meets the expectations of Malaysian audiences in an increasingly competitive market.

Growth will also be driven by building stronger partnerships across the content, technology, telco and device ecosystems. By working closely with international and regional streaming providers, connectivity partners and advertising platforms, we will open access to new customer pools, widen distribution opportunities and strengthen our position as consumer behaviours and market dynamics continue to evolve. These collaborations play an important role in supporting innovation and enabling us to bring added value to customers across multiple touchpoints.

Astro will further refine segment-based solutions to better serve the diverse needs of households, communities and enterprises across Malaysia. We will enhance tailored propositions for East Malaysia, civil servants, young families, sports enthusiasts and value conscious households, ensuring each segment receives offerings that align with its needs and viewing habits. At the same time, we will continue strengthening customised solutions for SMEs and corporate clients through integrated entertainment, connectivity and advertising services that support engagement, productivity and business efficiency.

As part of our ongoing digital transformation, we will continue simplifying, digitalising and streamlining the customer journey. This includes reducing complexity in the product lineup, improving onboarding and support processes and enhancing platform reliability. A key focus is removing friction throughout the customer lifecycle, from discovery and purchase to installation, usage and after sales. Our aim is to provide a consistent and intuitive experience that allows customers to access and enjoy their services with greater ease.

We will also advance personalisation across our platforms by improving the user interface, recommendation engine and content discovery features on Pay-TV, Astro GO and U Box. Better curation, more intuitive search and personalised profiles will help deepen engagement and increase daily usage, reflecting the shift towards app centric and personalised viewing patterns. Product development efforts will continue to prioritise a more connected environment that fits naturally into customers' digital lifestyles.

Affordability remains an important priority, particularly in the current cost of living environment. Since the launch of Astro One packs at the end of 2024, Pay-TV gross adds grew 14% year-on-year, marking the second year that our gross adds are trending upwards. We will continue to review our pricing structure and promotional strategies to ensure we offer compelling entry points, broader bundling options and stronger value stacking.

These initiatives will help sustain acquisition momentum, improve customer lifetime value and ensure Astro remains accessible to a wide range of Malaysian households.

We will also continue to build brand trust, satisfaction and loyalty by improving product reliability, service quality and customer care. Following the improvement in our Net Promoter Score (NPS), we remain focused on addressing customer pain points, increasing first time right resolutions and strengthening end to end service consistency. These efforts are essential to deepening customer relationships, supporting retention and reinforcing Astro's long-term brand equity.

Sooka and NJOI

In FY26, Sooka delivered strong growth momentum, reflecting the strength of its value proposition in Malaysia's highly competitive OTT landscape. As at January 2026, total subscribers grew by 44% year-on-year, driven primarily by the Premium plan, which recorded a 88% year-on-year increase and emerged as both the fastest growing and highest ARPU segment. User engagement also strengthened during the year, with average time spent per user increasing by 43% to 774 minutes per user per month.

This performance was underpinned by continued efforts to enhance Sooka's content offering, pricing flexibility and reach. Key developments during the year included the introduction of long-term and annual passes to drive retention, expansion into new content formats such as microdramas to broaden audience appeal, and wider distribution through strategic partnerships, particularly with telco partners. In parallel, Sooka deployed AI-driven solutions, including an AI chatbot and AI-powered subtitling, to improve operational efficiency while enhancing the user experience. These initiatives collectively strengthened Sooka's competitiveness and positioned the platform for sustained growth.

Building on this momentum, Sooka will continue to focus on deepening user engagement, expanding monetisation opportunities and scaling its partner distribution model, while further leveraging technology to enhance efficiency and customer experience as the platform grows.

For NJOI Prepaid, the strategic focus remained on maintaining affordability and accessibility while improving customer experience for Malaysia's non-connected segments. In FY26, offerings were further simplified through the streamlining of the portfolio into five core packs, complemented by a wider range of pass durations, including both long-term and short-term options, to better meet diverse customer needs. To support revenue growth, NJOI also unlocked additional advertising inventory from FY26 onwards, creating new opportunities for incremental monetisation.

Looking ahead, NJOI Prepaid will continue to focus on delivering simple, accessible and relevant offerings, while optimising advertising yield and cost efficiency to ensure the platform remains sustainable and fit for purpose for its target segments.

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ENTERPRISE

Astro's Enterprise strategy is centred on delivering sustainable growth by strengthening our relevance and value to Malaysian businesses, particularly within the commercial and hospitality sectors. In FY26, we continued to advance this strategy through targeted product innovation, market expansion and robust anti piracy initiatives, establishing strong foundation for continued growth. As a testament of our efforts, we recorded 6% year-on-year growth in revenue despite challenges in hospitality sector.

Leveraging Astro's extensive content library and marketing assets, we have developed tailored enterprise solutions that drive customer engagement and support business growth. These offerings are designed to meet the evolving needs of our

customers, enabling them to enhance customer experiences and differentiate their propositions in an increasingly competitive environment.

Building on this momentum, Astro will continue to strengthen our role as a trusted partner by expanding our premium live sports content packages and multiplatform advertising solutions to help clients boost footfall and foster customer loyalty. At the same time, we remain focused on further strengthening antipiracy measures and awareness efforts to protect content integrity, safeguard revenue streams and ensure a sustainable ecosystem for our customers and partners.

BROADBAND

Broadband is foundational to delivering Astro's premium video experience, ensuring our TV customers enjoy seamless, high quality content consumption. In FY26, broadband customers grew by over 13% year on year, driven by compelling bundled offerings that integrate content and connectivity. With access to 80,000 hours of video on demand (VOD), high speed internet has

become integral to how customers discover, stream, and engage with our content. Through Astro Fibre, we strategically address the full spectrum of Malaysians' entertainment needs across both residential and enterprise segments. We therefore view broadband as a core pillar, critical to strengthening customer loyalty and satisfaction.

ADVERTISING

In an increasingly digital and fragmented media landscape, the real currency of growth has shifted from reach to attention. The fastest growing brands are those that command a greater share of consumers' attention—and this is where Astro plays a vital role in delivering meaningful outcomes for Malaysian advertisers.

While reach is increasingly easy to achieve, making a lasting impression is more challenging than ever. Astro provides advertisers with access to high attention, trust-building media, anchored in Malaysia's most established content and entertainment ecosystem. Across TV, mobile and cinema screens, radio and digital audio, as well as digital and social platforms, we connect brands with audiences through stories, voices and experiences that truly command attention.

The power of Astro's content intellectual properties continues to drive brand growth across millions of Malaysian households and increasingly within the modern battlefield for attention i.e. social media. Beyond our established strengths across TV, radio and network of websites, Astro IPs continue to fuel digital reach - to a combined following of over 130 million, adding more than 2.4 billion average monthly views across our social footprint - underscoring the strength of our storytelling and cultural relevance.

Our focus remains on making attention work harder, delivering measurable impact for businesses of every size. For SMEs seeking high growth, we continue to expand access to high-impact channels such as TV and radio through inclusive pricing strategies that help drive brand awareness and credibility.

For digital-first advertisers, we are enabling precision and performance through a Total Video approach, anchored by our TV Addressable Advertising solution and expanded across digital and streaming environments including Astro GO, Sooka, and over 40 Astro-owned websites and social platforms.

To meet constantly evolving market needs, we explore new ways to support advertisers' creative and commercial needs. This includes piloting AI-powered advertiser solutions to make it easier to create attention-grabbing branded content that leverages Astro IPs, as well as content-to-commerce initiatives that embed shopability across our ecosystem - from live selling experiences with radio personalities on TikTok to online interactive moments that cater to fans of Astro's signature shows. Complementing these efforts, we have begun testing new TV trading models with selected clients, piloting CPM-based buying frameworks alongside traditional gross rating point (GRP) trading to ensure our pricing aligns with current digitally driven buying behaviours.

To strengthen accountability and impact, we also continue to expand outcome-based pricing models to key advertisers, including pay-for-performance partnerships, and will continue to explore the introduction of more advanced effectiveness measurement methodologies that demonstrates Astro media's true contribution to business results.

As Astro continues its transformation journey, our value proposition is clear: to deliver attention that grows brands, builds trust and drives outcomes for advertisers across Malaysia's most trusted entertainment ecosystem.

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KULT

To accelerate Astro’s shift towards digital-led, high-value advertising solutions, our Group launched KULT in July 2025. KULT is a culture-driven digital advertising unit designed to capture growth in Malaysia’s expanding digital ADEX market by integrating premium video, creator and influencer marketing, social commerce, performance advertising, and first-party audience insights into a single ecosystem.

In its inaugural year, KULT advanced Astro’s transition to higher-margin digital advertising by capturing demand from

fast-growing segments such as short-form video, creator-led campaigns, social commerce, and performance-driven advertising. Leveraging Astro’s first party data and cross-platform optimisation, KULT delivered improved reach, targeting precision, and ROI measurability for advertisers.

As KULT scales, it is strengthening advertiser partnerships, unlocking new client categories, and diversifying revenue streams, positioning it as a key growth pillar in Astro’s long-term digital and advertising strategy.

MOVING FORWARD



- Continue strengthening the Pay-TV value proposition through deeper content aggregation, expanding streaming integrations, enhanced personalisation and simplifying digital journeys, while reinforcing affordability, reliability and customer trust to drive sustainable engagement and retention.
- Accelerate Sooka’s growth through differentiated content, technology-enabled engagement and retention initiatives, as well as deeper partnerships with telcos and device partners.
- Drive NJOI Prepaid revenue by increasing demand for NJOI-specific advertising inventory, reinforcing value-based messaging through long-term passes, and further simplifying purchase journeys.
- Expand enterprise growth by deepening partnerships with commercial and hospitality clients, scaling premium live sports and multi-platform advertising solutions, and strengthening anti-piracy measures to protect content integrity and revenue sustainability.
- Deepening the convergence between broadband connectivity and premium video experiences to support retention and long-term customer value.
- Grow advertising revenues by scaling attention-based, outcome-driven solutions across TV, digital and streaming platforms, expanding addressable and Total Video capabilities, and advancing innovative trading, measurement and commerce-enabled advertising models.
- Scale KULT as a high-value digital growth engine by deepening advertiser partnerships, expanding creator-led and commerce-driven solutions, and leveraging first-party data and performance capabilities to unlock new revenue streams.



Cost Management

We continue to strengthen our profitability and sharpen resource allocation by optimising our cost structure, supported by the ongoing transformation of our core customer systems beyond everyday efficiency efforts. Our commitment to digitalisation, simplification, and process automation remains central to driving sustained operational improvements. Building on this momentum, we are advancing a range of AI-driven initiatives and deepening the integration of automation and machine learning across our businesses to further elevate efficiency and unlock new value.

MOVING FORWARD



- Recalibrate the legacy cost base and advance a more flexible, asset-light operating model that reflects current Pay-TV market dynamics.
- Streamline systems and processes to deliver meaningful reductions in unit costs.
- Boost organisational efficiency by simplifying structures and harnessing digital technologies to enable faster, more agile operations.
- Undertake thorough reviews of project portfolios across all business units to ensure optimal deployment of human and financial capital.
- Scale proven automation and machine learning initiatives while continuing to identify new opportunities for digitisation.
- Strengthen decision-making by applying rigorous business case evaluations to all major strategic initiatives.