

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. Beyond intellectual property rights (IPs) related to content, our intellectual capital also includes our strong brand reputation, business processes, as well as systems, software, patents, trademarks, and proprietary information.



Industrial Capital
Our proven capabilities to produce, aggregate, and distribute content across TV, radio, digital, cinema and at on-ground events, 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 deployed towards reinvestment for future growth and dividends distributions.



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 have started executing on our Climate Roadmap to decarbonise and lower Astro's carbon emissions. Mindful of our environmental footprint, we utilise natural resources responsibly through more sustainable business practices.

Value Creation Process

Content
Produce, aggregate, distribute, and monetise content across all platforms focusing on the best of local vernaculars, live sports, kids, news, regional and international content
Refer to pages 33 to 40

Products
Leverage technology and data to deliver exceptional products and services to serve all customer segments through differentiated offerings catering to their diverse needs, preferences and spending propensities, and provide the best customer care

 Pay-TV sooka	Broadband Radio
 Streaming apps NJOI	Digital brands
 Content and connectivity Advertising	Production Talent management

Refer to pages 41 to 49

Sustainability
Create sustainable impact centred around Astro's five ESG Pillars to address our material matters

-  **Responsible Business**
-  **Caring for our Environment**
-  **Voice for Good**
-  **Education for All**
-  **Community Development**

Refer to pages 50 to 85

Value Creation Model

FY24 Output

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

67%Household
penetration**8,400**Enterprise
customers**18.2m**Weekly listeners
on FM and
online radio**15.6m**Monthly visitors
across our
digital brands

Enhancing shareholder value

Delivering positive operational performance and rewarding shareholders through dividend distributions

Financials

RM3.4b

Revenue

RM37m

PATAMI

RM637m

FCF

34%

FCF yield

RM13m

Dividend

0.7%

Dividend yield

Supporting the local economy

Contributing to the Malaysian economy and local media industry

Government & Industry

RM52m

Corporate tax payment

RM1.3b

Payment to local vendors

Content

10,200 hours

Local content produced

RM361m

Local content investment

ESG-focused corporate citizen

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

Talent

2,887

Employees

RM493m

Employee cost

Community

13,100educational
On Demand videos

Environmental

2,112 tCO₂eCarbon avoidance from
solar photovoltaic system
and Green Energy Tariff
(GET) subscription**10.3**Average
learning hours**2,232**Employee
volunteer hours**RM131m**Investment in educational and
learning content since 2012**5.6%**GHG emissions reduction
(Scope 1 and 2) towards
Carbon Neutral 2040