ASTRO MALAYSIA HOLDINGS BERHAD

INTEGRATED ANNUAL REPORT 2020

Always a comma

never a full stop

We will never stop
Not when technology reinvents itself
Nor when the future appears formidable
We will never rest on our laurels of past achievements

There are no full stops in the story of our brand
Only commas that speak of our resilience to go on
To rise up to every challenge, and to challenge ourselves with every success

We will dream up ideas to delight our customers
And forge new landscapes for our talents

We will create inspiring local and regional originals
And bring human value to the communities we serve

We will leverage new technology to deliver meaningful customer experiences
And redefine how people watch, read, listen, play and shop
From single screens to multiscreens, from the living room to wherever they go

We will never stop learning
Because we believe that success is not a destination
But a never-ending journey

We will never stop

FY20 QUICK FACTS

HOUSEHOLDS

Penetration
75%

Share of TV viewership
76%

Total OD shows streamed
74m

ARPU
RM100.0

ADEX

Total adex
RM641m

Share of TV adex
43%

Share of radex
80%

Share of digidex
4%

RADIO

Weekly listenership
16.9m

Monthly digital radio users
3.0m

COMMERCE

Registered customers
2.2m

Revenue
RM368m

INDIVIDUALS

Registered users of streaming services
2.6m

Digital monthly unique visitors
11.6m

CONTENT

Hours of content produced
11.3k

Share of 2019 local movies GBO
50%

SUSTAINABILITY

Greenhouse gas emissions
↓18%

Water consumption
↓8%

Electricity and energy consumption
↓16%

FINANCIALS

Revenue
RM4.9b

PATAMI
RM655m

Free cash flow
RM1.2b

Dividend per share
7.5 sen

Company Overview

Astro Malaysia Holdings Berhad ("Astro") is Malaysia's leading content and consumer company, serving 5.7 million or 75% of Malaysian households across our TV, radio, digital and commerce platforms

As a trusted brand, Astro keeps Malaysians entertained and informed with a variety of vernacular, international and live sports content, engaging with 24 million individuals. In 2019, we elevated customer viewing experience by launching the Ultra Box, our latest 4K Ultra High Definition ("4K UHD") Set-top box ("STB") with Cloud Recording, and introduced content-broadband bundles to cater to customers' needs. With three exclusive streaming services, Astro GO, HBO GO and iQIYI, we have the largest customer base for video streaming services in Malaysia, with over 2.6 million registered users.

Astro Radio houses Malaysia's highest-rated radio brands across all key languages, available on terrestrial with 16.9 million weekly listeners and on digital with 3.0 million monthly digital radio users. Our multilingual entertainment and lifestyle app, SYOK offers access to all our radio brands as well as podcasts and original videos. Our digital brands host 11.6 million digital monthly unique visitors ("MUV") while Go Shop, our home shopping and commerce business, engages with 2.2 million shoppers.

As the leading movie producer in Malaysia, Astro is committed to raising the standard of local films with blockbusters such as *Hantu Kak Limah*, *BoBoiBoy Movie 2*, *Paskal*, *Polis Evo 2* and award-winning *The Garden of Evening Mists*. In FY20, Astro Shaw garnered 50% share of the local box office sales.

Astro was voted by consumers as Malaysia's Brand of the Year and Platinum winner in Media Network category, and was inducted into the Putra Hall of Fame for its 10th consecutive win at the Putra Brand Awards 2019. Our foundation, Yayasan Astro Kasih advocates long-term impactful endeavours guided by its key pillars of lifelong learning, community development, sports and environment.

FTSE4Good

Constituent of FTSE4Good Bursa Malaysia index since December 2013

Corporate Structure

ASTRO MALAYSIA HOLDINGS BERHAD

TV, RADIO & MEDIA SALES

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
• Astro Media Solutions Sdn Bhd (formerly known as Capital FM Sdn Bhd)	100%	Malaysia
• Yayasan Astro Kasih[1]	100%	Malaysia
Astro Productions Sdn Bhd	**100%**	**Malaysia**
Astro Production Services Sdn Bhd	**100%**	**Malaysia**

CONTENT

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
Astro Shaw Sdn Bhd	**100%**	**Malaysia**
• Tayangan Unggul Sdn Bhd	100%	Malaysia
Tribe Network Asia Pacific Limited[2]	**100%**	**Hong Kong**

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[3]	34%	Malaysia

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**

MANAGEMENT SHARED SERVICES

Astro Group Services Sdn Bhd	**100%**	**Malaysia**
Astro GTS Sdn Bhd	**100%**	**Malaysia**

OTHERS

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

This chart represents Astro's main operating subsidiaries and associated companies under the key business segments as at 1 June 2020.

[1] MEASAT Broadcast Network Systems Sdn Bhd has de facto control over this company.

[2] Also registered as a foreign company in Malaysia.

[3] Astro Digital Sdn Bhd has control over this company based on 51% voting rights over its issued shares.

CONTENTS

OVERVIEW

6 Organisational Structure
7 Chairman's Statement
13 GCEO's Statement

HIGHLIGHTS

23 Our Value Creation
28 Group Financial Review
30 Operational and Financial Highlights
32 Segmental Analysis and Quarterly Financial Performance
33 Simplified Group Statement of Financial Position
34 Statement of Value Added
36 Investor Relations
38 Key Milestones
40 Event Highlights
42 Awards
45 Financial Calendar

SUSTAINABILITY

46 Sustainability Statement
47 Stakeholder Engagement
48 Material Matters
52 Key Risk Profile
56 Content
66 Customer
76 Experience & Technology
82 Talent
90 Community & Environment

GOVERNANCE

100 Corporate Information
102 Board of Directors
108 Senior Leadership Team
115 Corporate Governance Overview
133 Remuneration Committee Report
135 Nomination and Corporate Governance Committee Report
138 Audit and Risk Committee Report
144 Statement on Risk Management and Internal Control

FINANCIAL STATEMENTS

151 Directors' Responsibility Statement
152 Directors' Report
157 Statement by Directors
157 Statutory Declaration
158 Independent Auditors' Report
165 Income Statements
166 Statements of Comprehensive Income
167 Consolidated and Company Balance Sheet
170 Consolidated and Company Statement of Changes in Equity
173 Statements of Cash Flows
176 Notes to the Financial Statements

ADDITIONAL INFORMATION

283 Analysis of Shareholdings
287 List of Properties Held
288 Disclosure of Recurrent Related Party Transactions
298 Additional Disclosures
300 Glossary

ANNUAL GENERAL MEETING

305 Notice of Annual General Meeting
313 Statement Accompanying Notice of Annual General Meeting
• Proxy Form

Forward-looking Statements

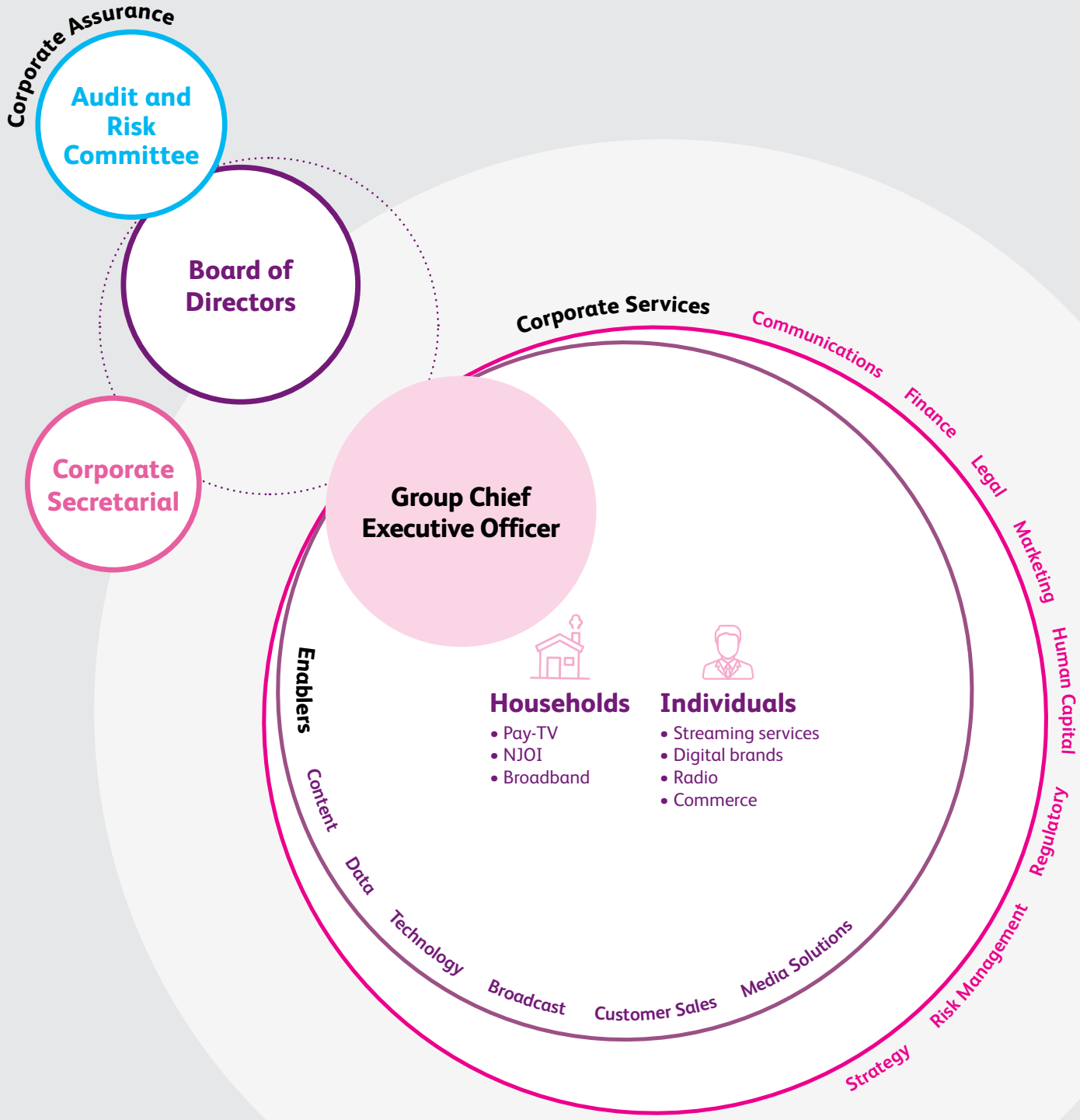
This report contains forward-looking statements which are based on current estimates and projections of Astro Malaysia Holdings Berhad's ("AMH") management and currently available information. These forward-looking statements relate to the plans, objectives, goals, strategies, future operations and performance 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 52 to 55 and the Statement on Risk Management and Internal Control on pages 144 to 150. 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 2020 is accessible at corporate.astro.com.my/ar2020

This Integrated Annual Report 2020
is printed on environmentally friendly paper

Organisational Structure

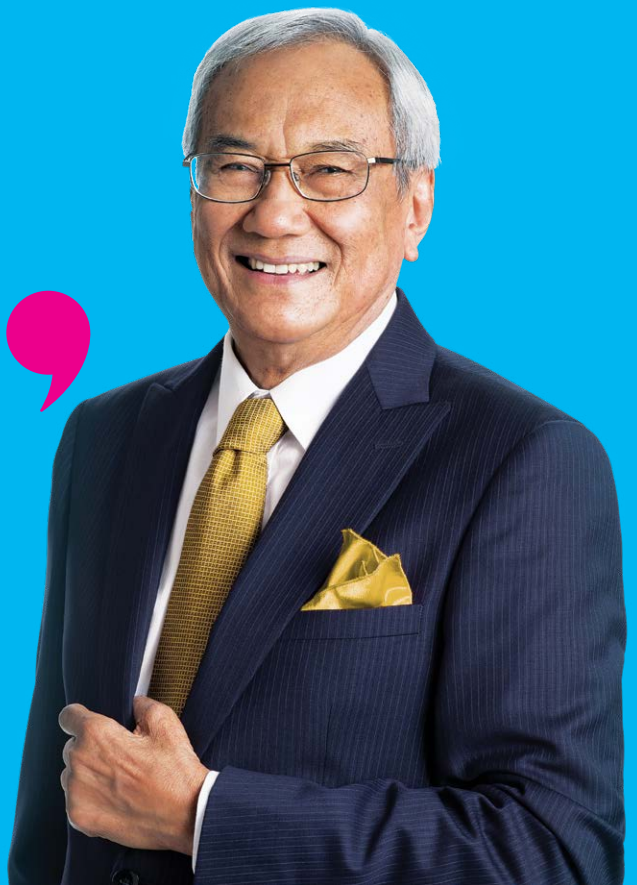


Chairman's Statement

Dear Shareholders,

FY20 has been a busy and productive year for Astro as we rolled out many new innovative products and solutions across business lines to meet the needs of our discerning and diverse customer base, both households and individuals alike. In the middle of digital upheavals reshaping the media landscape, we delivered positive FY20 financial performance, underpinned by a disciplined focus on operational efficiencies.

We expect digital shifts in media and content businesses to accelerate with the streaming wars now upon us. Amid such unprecedented competition, content disintermediation and democratisation, rampant piracy and changing customer behaviour, Astro remains committed to delivering long-term shareholder value by leveraging our extensive market reach and position as Malaysia's leading content creator.



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

Chairman's Statement

> *"In FY20, Astro invested over RM360 million in local production and commissioning, providing an avenue for local talents to hone their artistic and creative skills. The quality of local productions continues to improve, resulting in a surge in demand for local films"*

Resilience amid digital disruption

Astro delivered resilient earnings and a strong free cash flow ("FCF") underpinned by our highly cash generative business, enabling us to consistently declare and pay quarterly dividends to shareholders. With the heightened uncertainty arising from the unprecedented COVID-19 situation, our Board decided to moderate the fourth interim dividend to 1.5 sen per share, compared to 2.0 sen in the three previous quarters. Total dividend declared in respect of FY20 amounted to 7.5 sen, equating to a dividend payout ratio of 60%, which is a departure from Astro's dividend policy of paying at least 75% of consolidated profits. While this was not an easy decision for us, we believe this prudent approach to be best for our business at this juncture in view of the uncertain and challenging outlook to conserve liquidity and strengthen our balance sheet.

Since IPO, we have rewarded our shareholders with dividends totaling over RM4.0 billion.

Astro Shaw's collaboration with Animonsta led to BoBoiBoy Movie 2 beating Hollywood titles with box office sales of RM30 million

Dividend per share

FY18	FY19	FY20
12.5 sen	9.0 sen	7.5 sen

Cumulative dividend declared since IPO

FY18	FY19	FY20
RM3.1b	RM3.6b	RM4.0b

Dividend payout ratio

FY18	FY19	FY20
85%	101%	60%

Direct contribution to GDP

FY18	FY19	FY20
RM2.2b	RM1.9b	RM2.0b

Media's crucial role within the community

Media plays a key role in informing and educating the community, with enhanced connectivity facilitating almost instantaneous delivery of content. Leveraging our ability to amplify responsible themes, we broadcast 8,500 hours of public service announcements in FY20 across all platforms, focusing on social, civic and environmental issues including anti-piracy, anti-bullying and climate change.

We are committed towards the development of Malaysia's homegrown media ecosystem, encapsulating content production, talent development and content distribution, fuelled by the nation's inherent cultural and linguistic diversity. In FY20, Astro invested over RM360 million in local production and commissioning, providing an avenue for local talents to hone their artistic and creative skills. The quality of local productions continues to improve, resulting in a surge in demand for local films. We are excited to report that local movies' Gross Box Office ("GBO") crossed the RM100 million mark for the second year running, with Astro capturing a 50% share.

In conducting our business, Astro also collaborated with over 12,000 local partners and vendors and provided creative advertising solutions to over 1,800 corporations and media houses. Our business has contributed directly and indirectly to Malaysia's economic development in terms of employment and tax, and through induced spending. We estimate that our direct contribution towards Malaysia's GDP amounted to RM2.0 billion in FY20.

Technology, while democratising access to content and services, has also made piracy more rampant worldwide. Piracy is essentially theft and presents a serious threat to users in the form of personal data breach and financial losses from pernicious malware. Piracy impedes creativity by diverting revenue rightfully belonging to content producers, in favour of criminal syndicates and those who neither invested in nor contributed to the production of legitimate content. We fully support all countermeasures for copyright infringement and continue to work closely with regulators including the Malaysian Communications and Multimedia Commission ("MCMC"), the Ministry of Domestic Trade and Consumer Affairs (KPDNHEP), the Royal Malaysia Police and the Royal Malaysian Customs Department in tackling digital piracy and educating the public to consume only legitimate content.

We provide a platform for local talents to develop their creativity and skills in our local signatures like Gegar Vaganza

Chairman's Statement

Malaysia's first mixed martial arts movie Sangkar was a box office blockbuster

Sound corporate governance practices

In exercising its fiduciary duties, our Board is committed to ensuring that our business is conducted in a fair, responsible and ethical manner. Our Board upholds high standards of corporate governance ("CG") and international best practices in accordance with the Malaysian Code on Corporate Governance 2017 ("MCCG"), working closely with Astro's Senior Leadership Team ("SLT") to ensure effective and consistent adoption of risk management, governance and compliance strategies. As a testament to our commitment, Astro ranked 13th for Overall CG and Performance and 18th for CG Disclosures among 866 Malaysian public listed companies assessed for the MSWG-ASEAN Corporate Governance Awards 2018, as announced in July 2019.

Board diversity plays a crucial role in shaping the corporate agenda and enhancing governance through the sharing of values, knowledge and experience. In acknowledgement thereof, our Board comprises members of varying backgrounds, capabilities, gender and age to facilitate constructive debate during the strategic decision-making process. Our governance, risk management and compliance policies are detailed in the Corporate Governance Overview section of this Integrated Annual Report 2020 ("IAR2020").

Community-focused sustainability initiatives

As a content provider serving all Malaysians and in line with our corporate value of inclusivity, Astro's sustainability initiatives are primarily community-focused. Long-term programmes are run by Yayasan Astro Kasih, our foundation set up in 2012, based on the four main pillars of lifelong learning, community development, sports and environment.

We believe that every child has a basic right to education, regardless of background or circumstance. To ensure equal access to quality learning materials, our Kampus Astro learning platform has been made available for free to all government schools as well as 76 pediatric and oncology wards, Schools in Hospitals and military hospitals in Malaysia. Through this platform, we provide 17 local and international learning channels for all teachers and students to access. To facilitate students' access to schools, we provide hostel accommodation for students proximate to three remote schools in Sabah and Sarawak, namely SK Magandai, SK Malinsau and SK Sg Paku. We also provide learning materials such as reference books as well as stationery to aid them in their educational pursuits.

> ***"Kampus Astro champions education by ensuring equal access to quality learning materials for teachers and students"***

More than 70% of our junior national players have graduated from Astro Kem Badminton

Through our Pay-TV and NJOI platforms, we provide complimentary access to Tutor TV, the only 24-hour academic learning channels in Malaysia. These three channels provide supplementary learning resources for school students preparing for major national examinations. We invest around RM8 million yearly to ensure these channels are consistently updated to reflect the current national syllabus given this is an essential resource for all students, especially for those with limited internet access.

We continue to harness the powerful ability of sports to unite and inspire. FY20 marked the eighth instalment of our annual Astro Kem Badminton with 2,698 children participating in six selection camps nationwide. Held to unearth badminton prodigies and cultivate promising young talents, Astro Kem Badminton has seen participation from over 16,000 children since its inception. In FY20, 30 youth shuttlers were ultimately selected for a two-week intensive training camp with the Nippon Badminton Association in Japan, where participants honed their skills and techniques under the guidance of world-class coaches, in the hope of donning national colours one day. Of the current batch of 77 junior national players, more than 70% have graduated from Astro Kem Badminton.

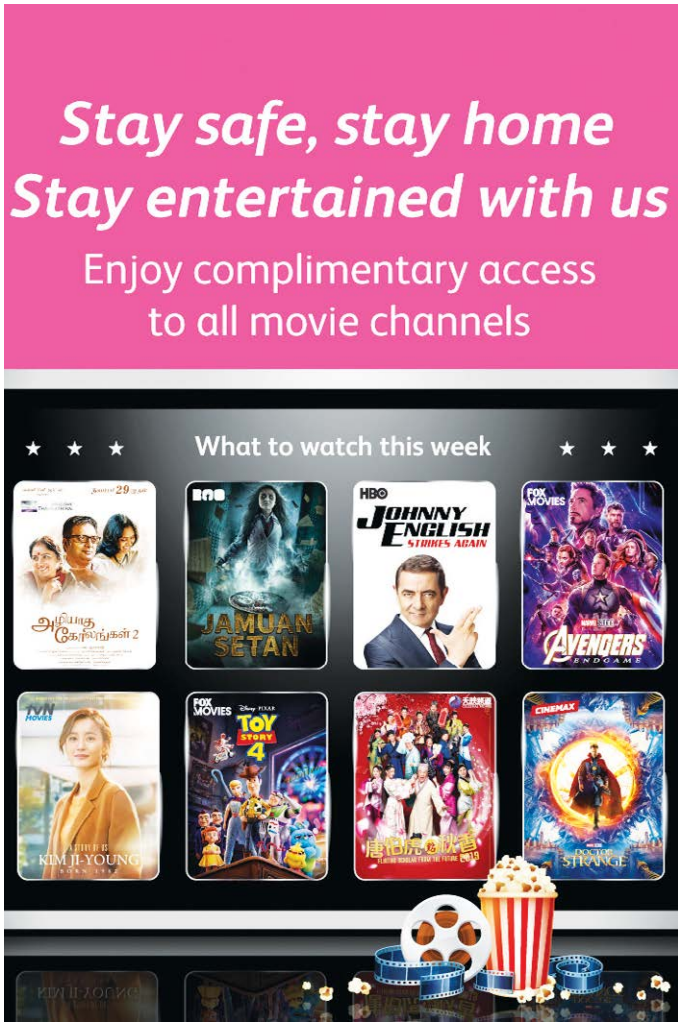
Forging ahead

We embrace new opportunities that emerge with the deepening fragmentation of the media industry. Inundated with choice, customers seek simplicity, gravitating towards a familiar, trusted brand that can meet their entertainment needs at home and beyond. This is Astro's role. Our goal is to serve our viewers, listeners, shoppers and adex clients better by enhancing customer value proposition across all products and services.

As I write this, the world is grappling with the containment and repercussions of the COVID-19 pandemic. Malaysia's own experience highlights the government's heavy reliance on legitimate media, such as Astro, to not only disseminate crucial information to the public in times of national crisis, but also discredit fake news that abound on social media. Our platform across TV, radio and digital helped amplify various government agencies' messaging related to COVID-19 during the ongoing Movement Control Order (MCO) to ensure that the tireless efforts of our medical frontliners, as well as police and armed forces mobilised, are not in vain.

Chairman's Statement

Astro made available complimentary channels to customers and offered our streaming service Astro GO to all Malaysians to keep them entertained during the MCO period. These initiatives were well-received, with increased viewership seen across our TV channels and substantial new users on Astro GO. With schools closed nationwide, we helped students continue with their studies through Astro's three Tutor TV channels and educational programmes aired on TV Okey, a free-to-air ("FTA") channel available on our platform, benefitting all students.



All movie channels were made available to Astro customers during the MCO period

While the economic impact of COVID-19 is likely to be felt long after the pandemic subsides, Astro will continue to inform, educate and entertain as the nation rebuilds.

Acknowledgement

On behalf of Astro's Board of Directors, I would like to thank all our esteemed customers, shareholders, business partners and vendors for their unwavering support and confidence in Astro year after year.

My deepest appreciation goes to the Ministry of Communications and Multimedia Malaysia (KKMM), MCMC, KPDNHEP and other government authorities as well as industry players for their shared vision and commitment towards developing and strengthening the local content ecosystem. While the local content sector shows great promise for export, much needs to be done to nurture this budding industry and protect intellectual property. Foremost is to alleviate piracy, which is the collective responsibility of every single stakeholder.

I am fortunate to have on the Board with me a group of exceptional individuals. To my fellow Directors, my sincere gratitude for your counsel and support. Thank you also to Richard Freudenstein, Shahin Farouque and Vernon Das for their contributions to Astro during their tenure on our Board. I am pleased to welcome Nik Rizal Kamil to our Board, and I look forward to us working together to drive Astro to greater success.

Finally, I would like to thank Team Astro for their unwavering commitment to go beyond in serving Malaysians. A special note to Astro frontliners from our TV, Radio, Broadband and Go Shop units who worked on-premise to ensure uninterrupted Astro services during the MCO period – the Board and I would like to express our deepest appreciation for your contributions in keeping Malaysians informed and entertained during these unprecedented times. Let us all strive to achieve our vision for Astro to be the Entertainment Destination for Malaysians.

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

GCEO's Statement

Dear Shareholders,

FY20 saw us intensifying efforts to improve customer service and experience with our new Ultra Box, newly revamped Astro GO user interface, introduction of content-broadband bundles and addition of streaming services iQIYI and HBO GO. As we journey towards continuous improvement, we are delighted to share that Astro was named Malaysia's Brand of the Year at the prestigious 2019 Putra Brand Awards. This recognition by Malaysian consumers affirms our position as the leading brand in Malaysia, even as competition for customers' time and attention intensifies.

Our success has been built on our extensive reach and deep engagement with Malaysians across TV, radio, digital and commerce. Underpinned by our strong content slate, we serve over 24 million individuals residing in 5.7 million homes across Malaysia, equating to a 75% penetration of Malaysian homes. With over 16.9 million weekly listeners, our Astro Radio brands continue to captivate Malaysians by retaining top positions across every language – Malay, Chinese, Tamil and English. Our popular digital brands including Gempak, Xuan and AWANI are visited by 11.6 million digital MUV. Go Shop, our 24/7 multilanguage, multiplatform home shopping proposition has over 2.2 million registered customers.

Henry Tan
Group Chief Executive Officer

GCEO's Statement

Astro introduced content packages bundled with high-speed broadband connectivity to cater to customers' needs

> ***In FY20, we strengthened our Pay-TV proposition by Reinvigorating customer experience, Refreshing content, Resetting customer service and Rewarding customers***

Operating in these challenging times requires a shift in mindset. Astro embraces this to fully reap the new opportunities available by increasing our speed and quality of execution, including redesigning and streamlining key processes. In doing so, we are thankful to have the full support of our Board behind us. We executed our FY20 strategy well with a focus on strengthening our Pay-TV proposition through the four R's, namely Reinvigorating customer experience, Refreshing content, Resetting customer service and Rewarding customers, while simultaneously reaching more Malaysian households through NJOI, our freemium offering.

We see opportunities in fortifying our existing ecosystem through our expansion into natural ancillary businesses including strategic streaming partnerships, content-broadband bundles, home shopping and advertising to further diversify revenue streams within the fluid industry landscape.

INDUSTRY LANDSCAPE

2019 will be remembered as the dawn of streaming wars as incumbent media players rolled out their new business-to-consumer ("B2C") offerings. Globally, the Pay-TV industry is facing pressure as content consumption preference pivots towards Internet-Protocol based delivery, driven by the prevalence of higher speed broadband and impending 5G deployment. Back home, the convergence of Pay-TV and broadband driven by the implementation of the National Fiberisation and Connectivity Plan (NFCP) has boosted digital content consumption and accelerated the shift in viewing from household to individual as connectivity becomes more affordable. Although consumer preference for long-form content remains with the big screen, Pay-TV operators globally are investing heavily in online digital platforms while forming strategic alliances with streaming partners and extending content aggregation beyond linear channels to include streaming services to cater to the young.

Investor sentiment in the media industry remains relatively weak domestically and in the broader market, weighed down by structural challenges and over-the-top alternatives. However, valuation gaps are narrowing between digital-first companies and incumbents with huge vaults of original content and promising B2C offerings.

While increased connectivity unlocks opportunities, it also carries with it the damaging by-product of piracy. The trend is worrying as research shows consumers are increasingly accessing content via illegitimate means. This eliminates the government's access and means to reach out to the *rakyat* (public) and impedes efforts to unite Malaysians.

Piracy's impact on the media industry is estimated at over RM2 billion annually in leakages from the Malaysian economy. By stifling the promising local creative industry through revenue leakages, piracy has significantly undermined the industry's growth and represents an existential threat if left unchecked. According to a published survey by Asia Video Industry Association (AVIA), close to a quarter of Malaysian online users consume content using illicit streaming devices, with approximately two-thirds cancelling some, if not all, of their legitimate source of content and entertainment. As piracy freerides on the back of the new digital highway, strong government action is crucial to remedy the situation.

FY20 FINANCIAL OVERVIEW

Our financial results remain resilient amid the challenging operating environment. Against the backdrop of softer consumer sentiment and impact from piracy, revenue decreased to RM4.9 billion as we focused on quality customer acquisition and retention in our core Pay-TV segment. Disciplined cost rationalisation initiatives led to an expansion of EBITDA margin by six percentage points to a healthy 35% and boosted PATAMI by 42% to RM655 million. Capital Expenditure ("Capex") totalling RM352 million was invested in enhancing customer journey and experience through technology platforms and system upgrades.

Our business remains highly cash generative with RM1.15 billion FCF generated in FY20, enabling us to reward shareholders with a full-year dividend of 7.5 sen per share, equating to 60% of consolidated profits and an attractive yield in excess of 6%. This marked a departure from our usual dividend policy as we prioritised liquidity conservation to strengthen our Group's balance sheet, which we felt was necessary due to the extenuating circumstances brought about by COVID-19. Astro continues to proactively cost optimise and pursue active capital management to further improve our balance sheet. This enables us to reinvest into our customers, grow adjacent businesses and pivot to capture new opportunities to serve Malaysians better.

Our signature IPs continue to resonate among Malaysians

> ***We commissioned and produced 11,300 hours of content in FY20, solidifying our position as the No. 1 content creator in Malaysia***

CONTENT IS KEY

Content remains our ultimate differentiator. Over the years, we have honed our capabilities to ideate, develop and produce original content to cater to a very diverse Malaysian audience. We commissioned and produced 11,300 hours of content in FY20, solidifying our position as the No. 1 content creator in Malaysia.

Despite customers being spoilt for choice with a wide array of content available in the market, we are pleased to report that engagement hours remain solid, with our customers watching over four hours of Astro daily across TV, On Demand and Astro GO, reaffirming our relevance in this digital era. Within our base, we see more customers starting to use non-linear modes of consumption such as On Demand and Astro GO.

GCEO's Statement

Award-winning film TGOEM is a distinctly Malaysian story boasting a stellar international cast and crew

Powering the box office

We are delighted that local movies have cemented their position as staple box office hits. This validates our decision to champion local movies almost a decade ago, viewed then as a very risky endeavour. Fast forward to today, it is inspiring that local movies are besting even top international titles.

2019 was a watershed year for Malaysian animation as three local animation series emerged as box office winners. This includes *BoBoiBoy Movie 2*, our collaboration with leading animator Animonsta, which raked in RM30 million in ticket sales. Our movies, including *Pusaka, Sangkar, Wira* and *Misteri Dilaila* grossed over RM75 million in cinemas, garnering a 50% share of the 2019 local box office. We will continue to produce and distribute more movies to fuel the rising demand for homegrown shows.

We also premiered our film *The Garden of Evening Mists ("TGOEM")*, Astro's first English-language movie adapted from the award-winning novel of Malaysian author Tan Twan Eng, with screenplay by BAFTA award-winner Richard Smith. Directed by Tom Shu-Yu Lin, *TGOEM* received accolades for its beautiful portrayal of a post-World War 2 love affair, featuring a stellar international cast including Sinje Lee, Sylvia Chang and Hiroshi Abe. Winning one out of nine nominations at the prestigious 2019 Golden Horse Awards, *TGOEM* was screened at the recent Busan, Hong Kong and Taipei film festivals.

Expanding premium local offerings

Underpinning our steady TV viewership share of 76% is our vernacular content. Customers spend the majority of their time watching vernacular content, which remains the primary anchor of our advertising revenue, with more than 75% derived from Astro's vernacular channels. Our own originals, including *Sweet Dreams* and signatures, *Gegar Vaganza 2019, Maharaja Lawak Mega 2019* and *Classic Golden Melody 2019,* continue to evolve and command the highest viewership and largest following.

Astro retained its position as the preferred entertainment destination during the 2019 Hari Raya festive season, edging out FTA offerings, with our Malay drama series *Curi-Curi Cinta* emerging as Malaysia's highest rated programme with over 3 million TV viewership.

The steady viewership and following among vernacular content assure advertisers of our ability to consistently reach and engage with customers, thus encouraging them to prioritise their advertising spend with Astro. Simultaneously, our content is also monetised through regional and global licensing deals, on-ground events, merchandising and commerce. With current spend on local and regional content accounting for approximately 40% of our total content investments, we will continue to invest in vernacular content, which is highly valued by Malaysians.

The new Astro Ultra Box comes with 4K UHD, Cloud Recording and a brand new user interface

"World's No. 2 Islamic kids IP, Omar & Hana continues to gain fans locally and globally"

Kids animation on the rise

Our signature kids animation, *Didi & Friends* retained its position as the top preschool programme in Malaysia and continues to broaden its reach with a number of spin-off titles. Dubbed into multiple languages, *Didi & Friends* is now available beyond Malaysia and enjoys a growing international fanbase. On the digital front, *Didi & Friends* reached new highs this year, with the Malay-language channel retaining its position among the Top 5 YouTube channels in Malaysia with 1 billion digital views in FY20 and a fanbase of 3.2 million, up 100%. World's No. 2 Islamic kids IP, *Omar & Hana* continues to gain fans locally and globally through content localisation and partnerships with regional and international players.

WINNING OVER HOUSEHOLDS AND INDIVIDUALS

In the coming year, we will ramp up efforts to protect our premium Pay-TV customer base while continuing to grow ancillary businesses. Our aim is twofold. Firstly, to ensure Astro retains its position as the entertainment destination and gateway to homes through our Pay-TV, NJOI and broadband propositions. Secondly, to solidify our reach to individuals through streaming services, digital brands, radio and commerce.

Deepening home engagement

The combination of our winning content and strong penetration of 75% of Malaysian homes through Pay-TV and NJOI puts us in an excellent position to engage, influence and win the hearts of Malaysians.

Strengthening our premium Pay-TV proposition

Pay-TV ARPU increased to RM100.0 with strong customer engagement seen across all platforms – on average, they watch over four hours of Astro daily on TV, On Demand and Astro GO. Customers are particularly engaged with our On Demand library featuring over 51,000 titles, accessible via both Astro GO and our 1 million connected STBs rolled out to date.

We redefined our offering in November 2019 through the launch of the new Ultra Box, designed to provide the best TV experience to our customers by leveraging cloud technology, with features such as 4K UHD, Play From Start, unlimited recordings of their favourite programmes and seamless viewing across devices. The response to the Ultra Box has been excellent with over 60,000 deployed to date, and we anticipate this traction to continue. Complementing our Pay-TV proposition is our revamped Astro GO app, which mirrors the user experience of the Ultra Box for customers on-the-go.

GCEO's Statement

We are aggressively driving customer experience initiatives aimed at improving overall customer satisfaction, including enhancing our service levels to ensure digital relevance. To fortify our Pay-TV proposition, our Astro Rewards programme provides exclusive privileges to customers, including priority booking for sold-out concert events and merchandise discounts. We will continue to forge partnerships with key dealers and corporates to benefit our customers.

Over the medium-term, we are looking at options to introduce Astro as a pure streaming-based proposition, potentially extending our service to customers who consume via Smart TVs. We are also considering packages and propositions tailored specifically for mobile devices, catering to digital natives.

Rewarding our customers with exclusive privileges and offers such as free movie passes

Building on our solid TV adex share of 43%, we are intending to introduce addressable advertising, allowing us to simultaneously serve different advertisements to different groups of customers watching the same content. By merging the best of TV's emotional persuasive power with the intelligence and targeting capability of digital, this premium offering represents a new monetisation opportunity for Astro. Originally slated to launch in FY21, this project has been deferred in view of interruptions to the deployment schedule arising from the COVID-19 situation.

Boosting NJOI prepaid activation

Our freemium TV service NJOI is key to winning over the remaining households in Malaysia. By offering access to 29 free TV channels and 20 radio channels and the option to purchase other premium content on a prepaid basis, NJOI has emerged as a compelling proposition especially in light of the nationwide analogue switch-off (ASO) completed in October 2019, as customers were compelled to migrate away from analogue TV.

> ***NJOI functions as a recruitment brand, acting as a pathway for potential Pay-TV upgrades***

Not only does NJOI strengthen our foothold into Malaysian homes, the extended reach also supports Astro's revenue diversification strategy by increasing our advertising and commerce reach. Notably, NJOI functions as a recruitment brand, acting as a pathway for potential Pay-TV upgrades.

We are working to improve customers' path to purchase by simplifying the prepaid top-up process. In FY20, we introduced e-wallet top-ups to complement our existing 30,000 touchpoints, including convenience stores, online banking and self-service channels. We are looking to establish more digital touchpoints, including partnering with e-commerce platforms and telcos, and to deepen our prepaid content menu to drive prepaid take-up.

Driving connectivity with broadband bundles

Leveraging our extensive household reach, broadband is a natural ancillary for Astro as connectivity elevates customers' viewing experience by enabling access to our vast content library of On Demand titles and advanced features on our Ultra Box such as Cloud Recording and Play From Start. Our strategic partnership agreement with Maxis announced in August 2019 enables us to offer value-for-money bundles featuring the best of Astro content and high-speed broadband with speeds ranging from 30Mbps to 800Mbps. Encouraged by this take-up, we are also exploring opportunities to collaborate with other local Internet Service Providers ("ISP") in this space.

Broadening reach to individuals

We aspire to broaden our reach in the individuals space to mirror our household access and develop deeper relationships with our customers through our streaming services, radio and commerce offerings. Leveraging our emerging data analytics capabilities, we are increasingly able to provide personalised services to cater to the lifestyles of our customers.

NJOI offers subscription-free TV service with options to buy premium content

GCEO's Statement

Activating streaming partnerships

With the streaming wars now upon us, competition has accelerated with several content giants taking the aggressive step of withdrawing their content from other streaming platforms to market under their own B2C streaming services. Consumers, flooded with different over-the-top offerings, will soon require multiple subscriptions in order to access their preferred content on multiple platforms, potentially resulting in streaming fatigue and placing additional burden on their wallets.

This confusion in the marketplace presents a unique opportunity for Astro. Our strong brand presence, customer reach and position as the leading producer and aggregator of content make us the natural destination for both consumers and streaming partners. Partners can rely on our reach and engagement with consumers to distribute their offerings to Malaysians. In return, Astro customers will benefit from preferential rates for signing up to these streaming services. In addition to Astro GO, we have exclusive partnerships with HBO GO (home of Hollywood originals including *Game of Thrones*) and iQIYI (China's top video streaming service). We are also in talks with other global players to extend their streaming services to our customers.

Engaging through radio and digital

Astro's strong radex share of 80% is predicated on our unparalleled reach across all age groups, with our radio brands maintaining their No. 1 position in every major language. We are reaching more Malaysians than ever, with 16.9 million weekly listeners tuning in an average of two hours daily, alongside 3.0 million monthly digital users. In 2019, we launched our one-stop radio app SYOK to deepen our digital engagement with individuals. SYOK aggregates all our radio brands in one app and offers a comprehensive selection of podcasts, original videos and live radio to grow our digidex and radex shares.

Anchoring our digidex are our top vernacular digital brands Gempak and Xuan. With 560 million digital views in FY20, Gempak retains its title as the top digital entertainment brand in Malaysia with a fan base of 6.8 million while Xuan, the No. 1 local Chinese digital entertainment brand, recorded 24 million digital views across its 1 million fanbase. Our stable of over 25 digital brands also includes AWANI, Ulagam and Rojak Daily, enabling us to engage with Malaysians through differentiated content offerings that appeal to different consumer segments. In FY20, we initiated integration of our TV, radio and digital media sales teams under one roof to provide total advertising solutions for clients.

iQIYI app offers customers a wide selection of high-quality content

Astro Kem Badminton participants underwent a two-week intensive training in Tokyo with Japan's National Junior Team coaches and players

Redefining home shopping

Our home shopping business, Go Shop, continues to differentiate itself by leveraging Astro's production capabilities to curate immersive programmes that drive deep emotional engagement with customers. In FY20, we expanded Go Shop's signature lifestyle-centric programmes to include recipe-sharing sessions by local celebrity chefs, as well as celebrity and social influencer-led programmes. Alongside three dedicated Go Shop channels and multilingual content slots across Astro channels, Go Shop introduced a FTA channel, extending our reach to all Malaysians. Go Shop continues to resonate well with Malaysian consumers, where we saw growth in registered customers by 25% to 2.2 million and monthly active users ("MAU") of over 1 million on digital as of end of FY20 despite the softer economic sentiment which resulted in smaller basket sizes.

SUSTAINABILITY

We are committed to sustainable business practices. Through careful allocation of our Capitals, we continue to grow our ecosystem to create shareholder value, support the local economy and leave a lasting positive impact on our community and environment to spur future value creation and growth.

As our business evolves towards serving the next generation of consumers alongside our loyal customers, we acknowledge the importance of having a nimble, agile and rightly skilled talent pipeline, underpinned by our young workforce with an average age of 34. Our diverse talent force, reflecting the demographics of our country, enables us to understand and serve Malaysians better than anyone else. Work is underway to reskill and upskill our talent pool, even as we continue to strategically hire to grow our adjacencies in the area of data analytics, streaming services and broadband.

Astro champions social inclusivity in line with our corporate values through numerous initiatives undertaken at the corporate level and by our foundation, Yayasan Astro Kasih. Across our business lines, Team Astro advocates long-term impactful endeavours guided by Yayasan's key pillars of lifelong learning, community development, sports and environment. Our flagship initiatives include Kampus Astro and Tutor TV, Astro Hostels and Astro Kem Badminton, all of which have had a sustained positive impact on the youth in our community.

GCEO's Statement

Complimentary Astro GO access was well-received by Malaysians during the MCO period with over 250,000 new users recorded

IN CLOSING

As this goes to print, households and businesses globally continue to face unprecedented social and economic disruption brought about by the COVID-19 pandemic. Astro is no exception to this and is braced for a challenging FY21, with uncertainties prevailing until clarity emerges.

As an essential services provider, Astro continued to operate during the Movement Control Order (MCO). Having instituted our Business Continuity Plan, we remained focused on delivering uninterrupted service to the community while safeguarding the health and safety of our employees. At present, our teams remain split across different sites with some working from home.

We are working with our content and technology partners to support our customers, and Malaysians in general, during these trying times. Throughout the duration of the MCO, we prioritised our community by offering complimentary viewing of selected content across Pay-TV, NJOI and Astro GO, and changing our content line up to keep Malaysians entertained and informed. This has resulted in improved engagement levels across the board. In particular, Astro GO was well-received by Malaysians with over 250,000 new users recorded.

Restrictions in place during the MCO spurred our talents' creativity and innovation, resulting in the emergence of new content formats, including home concerts by celebrities and virtual reality singing competitions recorded utilising a multitude of personal devices. Astro has been agile in adapting to the new normal, allowing us to deepen our engagement with customers and strengthen our value proposition throughout this experience. Our Board and Management continue to closely monitor and proactively manage the COVID-19 situation and its corresponding impact to our business and operations.

In our journey of continuous improvement, we will leverage our extensive reach and content creation capabilities to be the entertainment destination and gateway to Malaysians, both homes and individuals, enabled by our talents, data and technology.

FY20 has been a challenging yet fulfilling year for Astro with many firsts achieved. To our customers, thank you for your unwavering loyalty and belief, and for inspiring us to raise the bar in everything we do. I am also grateful for the solid support of our stakeholders including our shareholders, regulators, business partners, suppliers and community. On a personal note, I would like to thank each member of Team Astro for their dedication and determination to make Astro better, to rise up to each challenge and to challenge themselves with each success, especially to our Team Astro colleagues who diligently manned our proverbial fort during the MCO period.

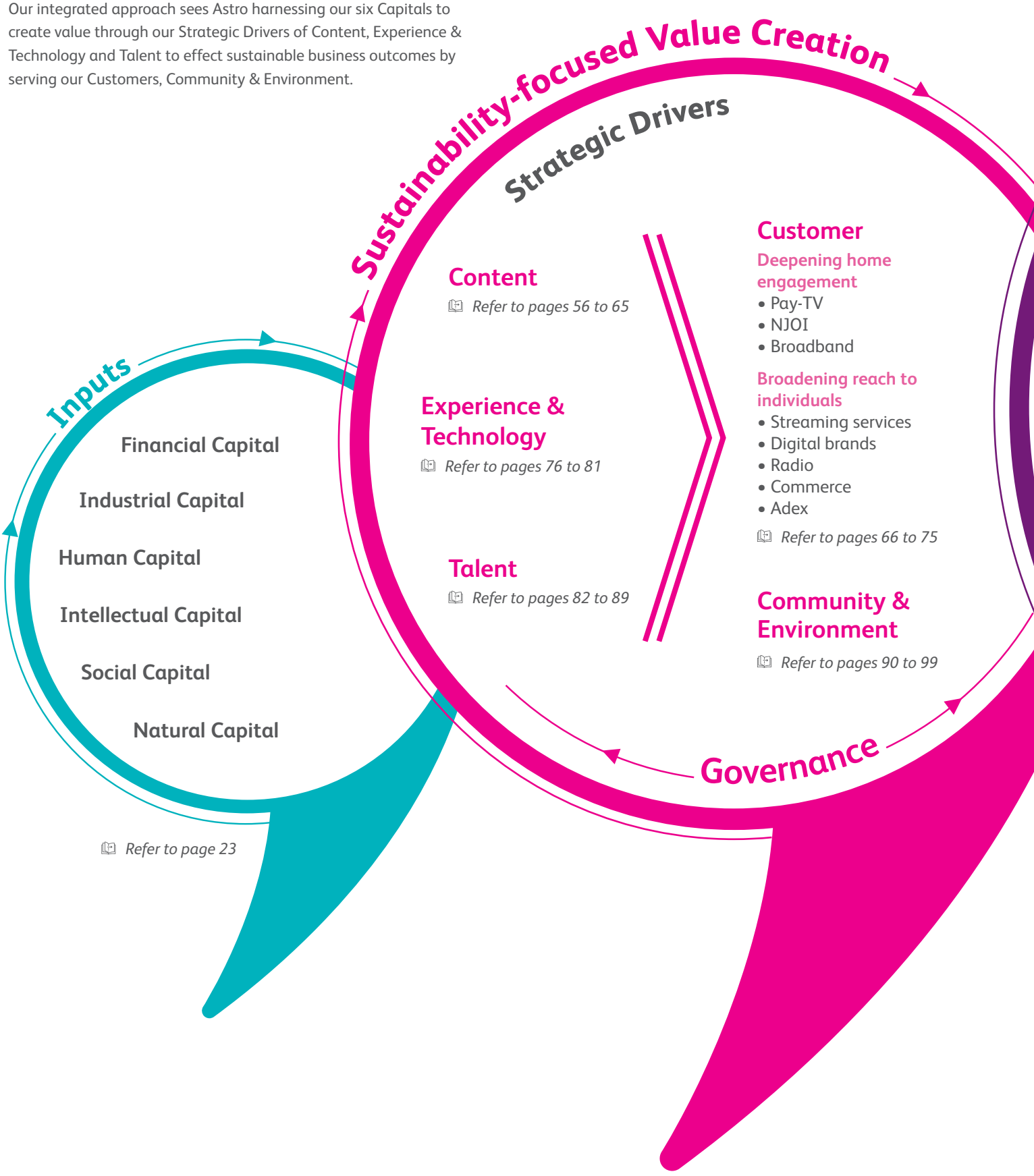
Henry Tan
On behalf of Team Astro

Our Value Creation

In adopting integrated reporting, we acknowledge the importance of providing relevant, qualitative and quantitative information to facilitate informed decision-making by our stakeholders. Our six main contributory Capitals are utilised as inputs in our value creation process shown on page 24.

Our Value Creation

Our integrated approach sees Astro harnessing our six Capitals to create value through our Strategic Drivers of Content, Experience & Technology and Talent to effect sustainable business outcomes by serving our Customers, Community & Environment.



Refer to page 23

Outputs

Growing our ecosystem

Growing our customer reach and content capabilities amid a rapidly changing market to ensure business sustainability

> Market Reach

5.7m
Households

75%
Household penetration

2.6m
Registered users of streaming services

> Content

11,300 hours
Local content produced

RM1.4b
Total content spend

Enhancing shareholder value

Delivering positive operational performance and rewarding shareholders through dividend distributions

> Financials

RM4.9b
Revenue

RM655m
PATAMI

RM391m
Dividend declared for FY20

Refer to pages 28 to 35

Supporting the economy

Contributing to the Malaysian economy both directly and indirectly

> Talent

RM558m
Staff costs

25,942
Training hours

> Government & Industry

RM218m
Tax

RM3.1b
Payment to vendors

Responsible corporate citizen

Operating responsibly and contributing to the betterment of our community

> Community

RM5m
Investment in community projects

> Environment

1.7m kWh
Renewable energy generated in 2019 from our solar panel system

Our Value Creation

To be the Entertainment Destination for Malaysians, we leverage our Strategic Drivers of Content, Experience & Technology and Talent to serve our Customers and empower the local Community through various touchpoints across our extensive ecosystem while driving sustainability as guided by the United Nations Sustainable Development Goals ("SDGs").

Strategic Drivers	Content	Experience & Technology
Description	Create, aggregate, distribute and monetise content across TV, streaming services, digital and radio by bringing the best of local, regional, sports and international content of all genres to serve our customers	Leverage technology to serve and care for our customers, enabling positive experience through intuitive interfaces, convenient customer care options and personal recommendations across various touchpoints
Market Landscape	• Prioritise ownership of content IPs to differentiate offering and drive customer acquisition and retention • Increase in demand for local content observed locally and globally • Intensifying competition in the content space • Proliferation of strategic mergers, acquisitions and collaborations to consolidate content production and distribution	• Driven by the need for ease and convenience, customers expect portability beyond geographical boundaries, flexibility, simplicity and user-centricity • Data and technology are key enablers in curating unique personalised experiences
Our Strategy	• Champion local content creation especially vernacular signatures, education and movies • Curate a comprehensive slate of content encompassing local, vernacular, regional, international and live sports offerings that underpin viewership • Foster strategic partnerships with like-minded content partners to invest in key content verticals including Nusantara, Kids, eSports and movies • Monetise content through export or overseas licensing deals, on-ground events, merchandising and commerce, amplified by leveraging social media • Advocate responsible content consumption and support regulatory measures on anti-piracy and IP protection	• Ensure a seamless and intuitive customer experience throughout the customer lifecycle • Leverage data and technology to deepen customer engagement and improve customer experience while retaining the human touch in customer interactions

Guided by the United Nations

SUSTAINABLE DEVELOPMENT GOALS

Talent	Customer	Community & Environment
Nurture and hone on-air, off-air and digital talents and embrace diversity, inclusivity, accountability and creativity	Cater to diverse customer preferences, spending propensities and consumption mediums through various offerings	Empower our community and advocate an inclusive society while being mindful of our environmental footprint
• Increasing demand for strategic digital talents • Increasing focus on upskilling and reskilling talents to remain relevant and agile • Generational shift as younger digital natives transition into the workforce	• Shift in viewing from households to individuals through mobile/personal devices driven by enhanced connectivity • Streaming wars and direct-to-consumer digital offerings create a highly fragmented landscape • Rise of converged players focused on diversification, offering customers a multiproduct solution	• Growing emphasis on sustainability in response to global environmental and social issues • Heightened awareness in embedding good sustainability practices throughout business processes and culture • Improving governance framework for sustainability reporting including SDGs
• Upskill, reskill and nurture workforce and on-air talent through organisation-wide training programmes • Introduce core corporate values of inclusivity, accountability and creativity to support a digital culture of agility and innovation • Targeted talent acquisition and management strategies to foster a sustainable and comprehensive talent pipeline	• Households: Enhance our Pay-TV value proposition with our 4K UHD Ultra Box and content-broadband bundles while expanding household penetration through NJOI • Individuals: Broaden our reach to individuals through our radio and digital brands such as AWANI, SYOK, Gempak, Xuan and Ulagam, as well as aggregating streaming services including Astro GO, iQIYI and HBO GO • Adex: Provide 360° marketing solutions to advertisers by amalgamating our multiplatform media reach, signature content, talent, ground activation and analytics • Commerce: Solidify Go Shop's position as a leading home shopping brand offering a multiplatform commerce experience	• Understand and address our stakeholders' concerns • Champion local media industry and contribute positively to the economy • Empower our community through various programmes integral to society's needs anchored by the four pillars of lifelong learning, community development, sports and environment • Mitigate our environmental impact through sustainable business practices, including reducing our carbon footprint and incorporating sustainability in all business areas

Group Financial Review

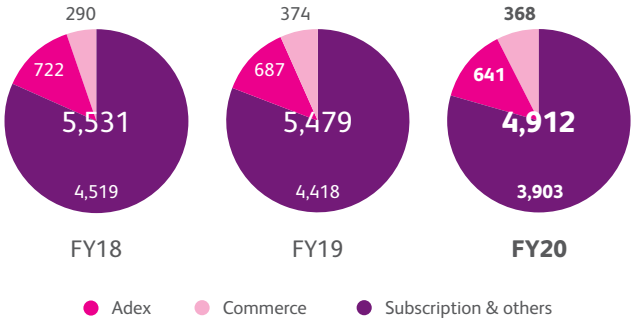
Amid the fluid and challenging operating landscape, Astro's vision is to be the Entertainment Destination for Malaysians, acting as a gateway to Malaysian homes and individuals. FY20 was focused on deepening home engagement through our core offerings of Pay-TV, NJOI and broadband and broadening reach to individuals through our radio, commerce, streaming services and digital brands.

The Malaysian economy was relatively subdued, posting a GDP growth of 4.3% in 2019 as inflation remained at 0.7%, and the bellwether Consumer Sentiment Index dropped by 15 points to 82 points, reflecting lower overall confidence and readiness to spend.

EARNINGS

Revenue

REVENUE (RM m)



FY20 revenue moderated by 10% to RM4.91 billion due to headwinds stemming from the tepid consumer backdrop, causing customers to reallocate spend accordingly alongside increasingly fierce competition, legal or otherwise. Revenue diversification efforts are centred around adex, commerce, broadband, theatrical, licensing, production revenue and NJOI, anchored by our reach to Malaysian homes which remains strong at 75% household penetration. While subscription revenue declined by 10%, ARPU increased marginally to RM100.0 in FY20 as we prioritised profitable customers, introduced content-broadband bundles and launched the Ultra Box that offers an enhanced viewing experience for customers including 4K UHD and Cloud Recording.

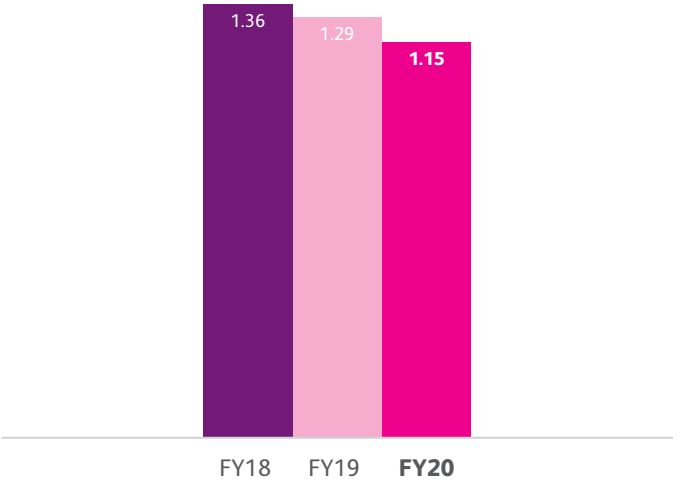
Adex revenue was down 7% to RM641 million, affected by the contraction in the Malaysian advertising industry that recorded a decline of 2% in FY20. Astro registered radex share of 80%, up four percentage points, underpinned by record listenership of 16.9 million weekly listeners on terrestrial radio and a further 3.0 million monthly users on digital. Meanwhile, share of TV adex and digidex stood at 43% and 4% respectively.

Amid muted consumer sentiment, our home shopping business Go Shop remained resilient, with revenue of RM368 million. The number of buying customers increased by 5% in FY20 as Go Shop expanded its presence to FTA, while softer sentiments resulted in a slight reduction in customers' basket size. Encouragingly, Go Shop posted its highest quarterly revenue to-date of RM100 million in the final quarter of FY20.

EBITDA

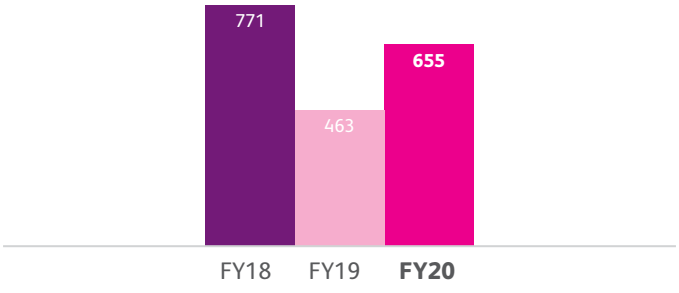
Our EBITDA rose by 7% to RM1.72 billion and EBITDA margins expanded by six percentage points to 35%, underpinned by disciplined cost optimisation and improved operational efficiencies. Content, technology and operational commitments continue to be reviewed and renegotiated, with savings being redeployed to identified key business opportunities. FCF was healthy at RM1.15 billion in FY20.

FCF (RM b)



PATAMI

PATAMI (RM m)

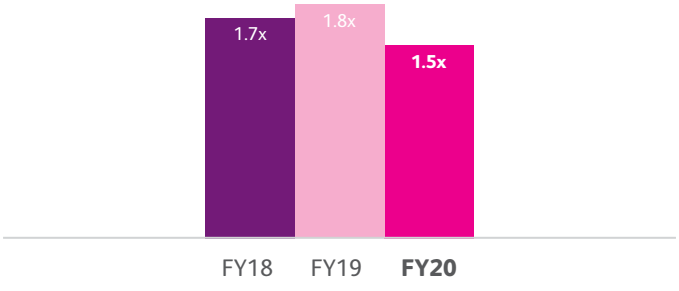


PATAMI grew by 42% to RM655 million driven by higher EBITDA, reduced net finance costs and a four percentage point improvement in the effective tax rate to 25%. Net finance cost dropped by 25% to RM210 million as we benefited from favourable unrealised forex movements on USD-denominated transponder-related lease liabilities. Meanwhile, the lower effective tax rate resulted from ongoing efforts to streamline operations and improve tax efficiency as well as the strategic review undertaken in FY19 which led to the discontinuation of certain loss-making digital businesses in the same year. Consequently, earnings per share improved from 8.9 sen to 12.6 sen per share.

FINANCIAL POSITION

Assets & Liabilities

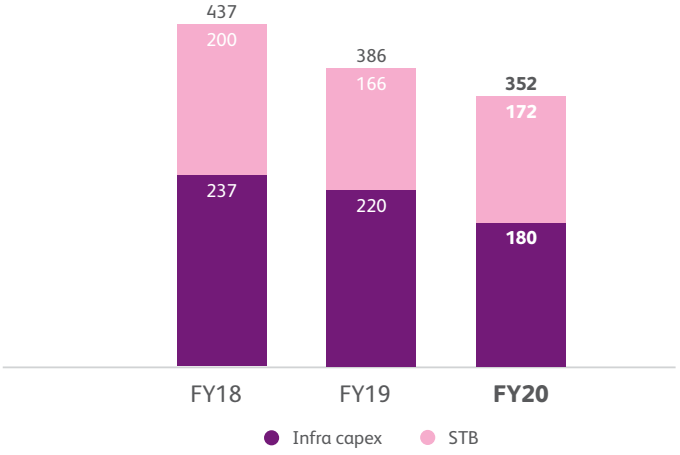
NET DEBT/EBITDA



Total assets decreased marginally by 1% to RM6.20 billion and total liabilities declined by 6% to RM5.26 million, attributable primarily to a 15% drop in payables to RM1.42 billion. Trade payables fell in tandem with the reduction in operating costs, while other payables improved as the provision booked for the Employee Separation Scheme (ESS) in FY19 was utilised in early FY20. Overall, net assets recorded a jump of 38% to RM939 million. Borrowings decreased 1% to RM3.52 billion while deposits, cash & bank balances, and unit trusts increased by 56% to RM985 million. Consequent to the reduction in net debt and uplift in EBITDA, net debt/EBITDA ratio improved from 1.8 times to 1.5 times.

Capex

CAPEX (RM m)



Total Capex decreased by 9% to RM352 million as we employed rigorous discipline in investing decisions, made possible by our ongoing journey to digitalise operations. Infrastructure capex was lower by 18% at RM180 million, applied towards enhancing customer experience and care, alongside a refresh of our broadcasting infrastructure. STB Capex investments increased by 4% to RM172 million as we launched the Ultra Box in November 2019 to enrich customers' viewing experience. Over one million households have connected STBs installed as at the end of FY20.

Prospects

Globally, businesses are facing unprecedented social and economic challenges brought about by the COVID-19 pandemic. Our Group has instituted our business continuity plans and has teams split across different sites and working from home. We are giving more content and changing content line up to keep informing and entertaining Malaysians.

We remain focused on strengthening our customer value proposition and loyalty, while pursuing deeper optimisation and stronger anti-piracy push, as well as leveraging our customer base to build new revenue adjacencies in commerce, broadband, digital and streaming services.

Operational and Financial Highlights

	FY16	FY17	FY18	FY19	FY20
Operational Results					
TV households ('000)	4,818	5,121	5,489	5,713	**5,697**
TV household penetration	67%	71%	75%	77%	**75%**
ARPU (RM)	99.3	100.4	99.9	99.9	**100.0**
Share of TV viewership[1]	76%	77%	77%	75%	**76%**
Connected boxes ('000)	313	507	804	1,003	**1,005**
Weekly radio listernership (m)	12.8	15.6	16.5	16.2	**16.9**
Average monthly unique visitors (m)	4.1	5.5	6.9	8.3	**11.6**
Adex (RM m)	640	705	722	687	**641**
Go Shop registered customers (m)	0.6	1.0	1.3	1.8	**2.2**
Go Shop revenue (RM m)	189	261	290	374	**368**
Financial Results (RM m)					
Revenue	5,475	5,613	5,531	5,479	**4,912**
EBITDA	1,941	1,817	1,820	1,605	**1,723**
EBIT	1,115	1,095	1,140	932	**1,072**
PBT	829	846	1,073	651	**863**
PAT	608	617	764	461	**645**
PATAMI	615	624	771	463	**655**
FCF	1,276	1,317	1,364	1,291	**1,151**
Financial Ratios					
Return on invested capital[2]	24%	24%	22%	19%	**24%**
Net debt/EBITDA (times)	1.5	1.5	1.7	1.8	**1.5**
Revenue growth	5%	2%	(1%)	(1%)	**(10%)**
EBITDA margin	35%	32%	33%	29%	**35%**
PATAMI margin	11%	11%	14%	8%	**13%**
Earnings per share (sen)	11.8	12.0	14.8	8.9	**12.6**
Dividend per share (sen)[3]	12.0	12.5	12.5	9.0	**7.5**
Financial Position (RM m)					
Equity attributable to equity holders of the Company	601	623	654	585	**856**
Total assets	6,901	6,266	6,848	6,260	**6,198**
Total borrowings	3,805	3,406	3,965	3,571	**3,522**
Net debt	2,826	2,759	3,003	2,939	**2,537**

Notes:

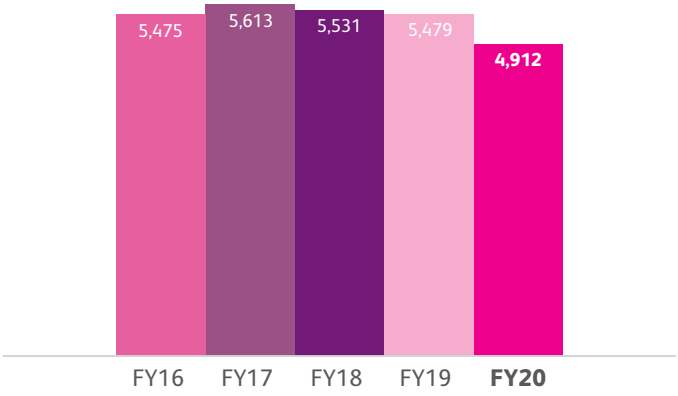
(1) Viewership share is based on Dynamic Television Audience Measurement (DTAM) deployed by Kantar Media

(2) Formula based on EBIT metric

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

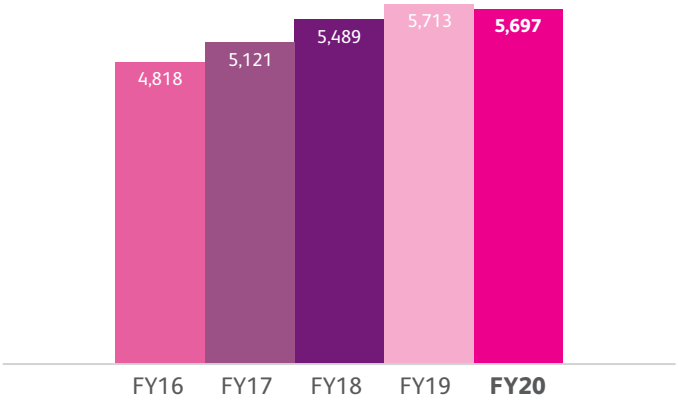
REVENUE

Financial Year Ended 31 January (RM m)



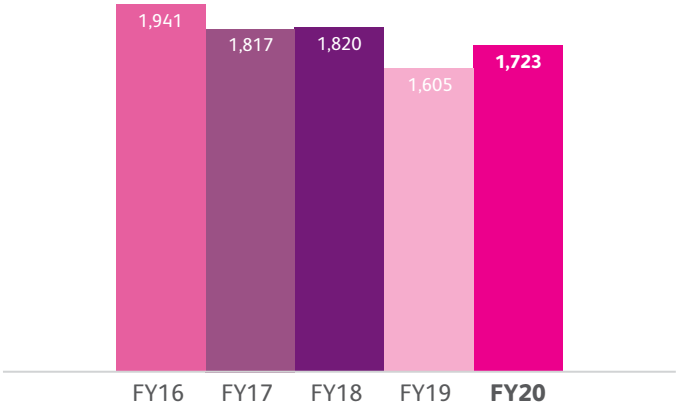
TV HOUSEHOLDS

Financial Year Ended 31 January ('000)



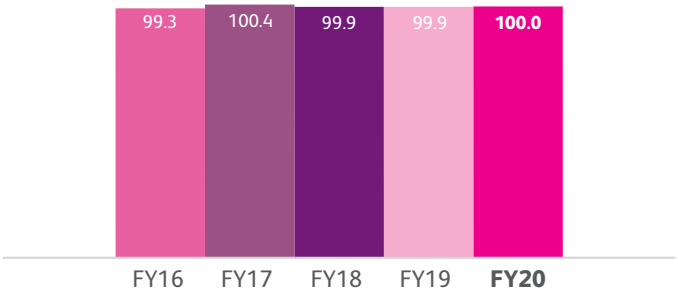
EBITDA

Financial Year Ended 31 January (RM m)



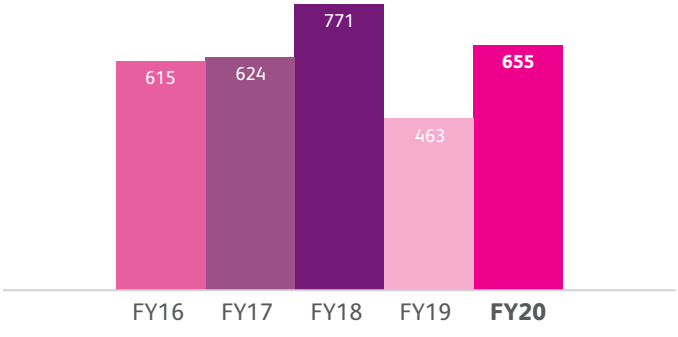
ARPU

Financial Year Ended 31 January (RM)



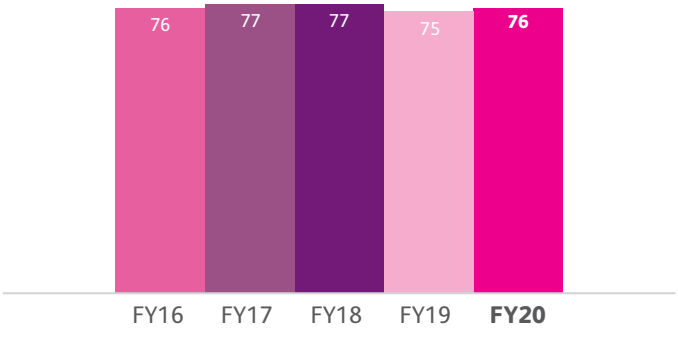
PATAMI

Financial Year Ended 31 January (RM m)



SHARE OF TV VIEWERSHIP[1]

Financial Year Ended 31 January (%)



Segmental Analysis and Quarterly Financial Performance

	FY19		FY20	
	RM m	%	RM m	%
Revenue				
Television	4,811	88	**4,270**	**87**
Radio	293	5	**274**	**6**
Home shopping	374	7	**368**	**7**
Others	1	0	**0**	**0**
	5,479	100	**4,912**	**100**
PBT				
Television	539	83	**744**	**86**
Radio	157	24	**153**	**18**
Home shopping	(7)	(1)	**(16)**	**(2)**
Others	(38)	(6)	**(18)**	**(2)**
	651	100	**863**	**100**

(RM m)	Q1	Q2	Q3	Q4	FY20
Revenue	1,234	1,236	1,215	1,226	**4,912**
EBITDA	444	437	458	384	**1,723**
EBIT	285	269	291	227	**1,072**
PBT	227	221	220	196	**863**
PAT	169	168	170	138	**645**
PATAMI	176	169	171	139	**655**
FCF	252	346	234	320	**1,151**

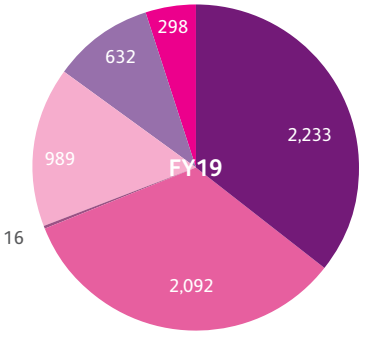
Notes:
Numbers may not add up due to rounding differences

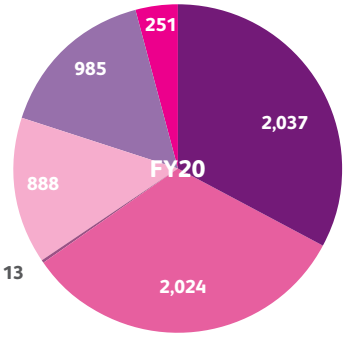
Simplified Group Statement of Financial Position

	FY19 RM m	FY20 RM m
Assets		
Property, plant & equipment & Rights-of-use assets	2,233	**2,037**
Intangible assets	2,092	**2,024**
Inventories	16	**13**
Receivables	989	**888**
Deposits, cash & bank balances & unit trusts	632	**985**
Others	298	**251**
	6,260	**6,198**
Equity & Liabilities		
Share capital	6,728	**6,728**
Reserves & non-controlling interests	(6,049)	**(5,789)**
Equity	679	**939**
Payables & accruals	1,669	**1,423**
Borrowings	3,571	**3,522**
Taxation & deferred tax liabilities	116	**122**
Others	225	**192**
	6,260	**6,198**

ASSETS (RM m)

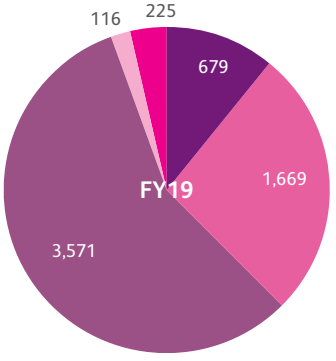
- Property, plant & equipment & Rights-of-use assets
- Intangible assets
- Inventories
- Receivables
- Deposits, cash & bank balances & unit trusts
- Others

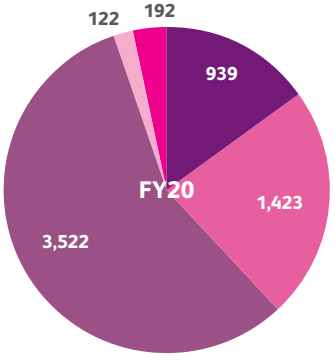




EQUITY & LIABILITIES (RM m)

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



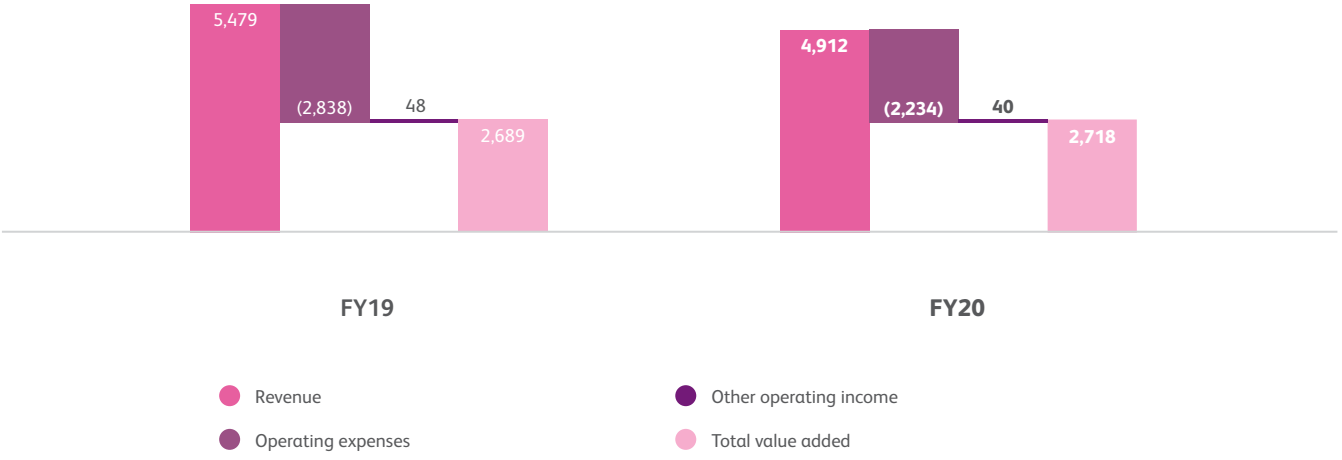


Statement of Value Added

	FY19 RM m	FY20 RM m
Value Added		
Revenue	5,479	**4,912**
Operating expenses	(2,838)	**(2,234)**
Other operating income	48	**40**
Total Value Added by our Group	2,689	**2,718**
Reconciliation:		
PAT	461	**645**
Add: Depreciation, impairment and amortisation	1,063	**1,025**
Finance costs	240	**233**
Government	221	**246**
Non-controlling interest	2	**11**
Staff costs	702	**558**
Total Value Added by our Group (Available for Distribution)	2,689	**2,718**
Value Distributed		
Employees		
Staff costs	702	**558**
Government		
Tax	190	**218**
Regulatory	31	**28**
Providers of capital		
Dividends	574	**391**
Interest expense	240	**233**
Non-controlling interest	2	**11**
Reinvestment and future growth		
Depreciation, impairment and amortisation	1,063	**1,025**
Retained earnings	(113)	**254**
Total Distributed	2,689	**2,718**

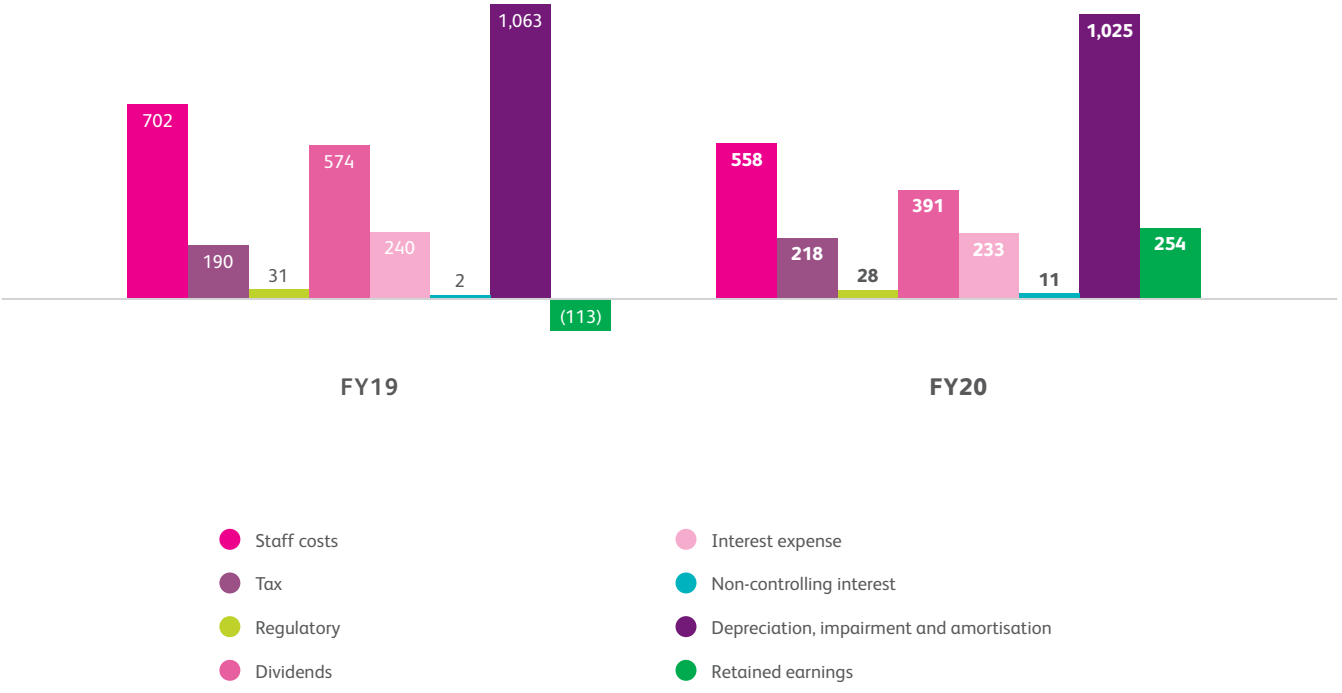
VALUE ADDED

Financial Year Ended 31 January (RM m)



VALUE DISTRIBUTED

Financial Year Ended 31 January (RM m)



Investor Relations

FY20 saw global capital markets impacted by escalating geopolitical tensions with heightened risk aversion seen among investors. Back home, domestic economy momentum remained muted against the backdrop of softer consumer sentiments arising from internal and external uncertainties. Amid the challenging media industry landscape, Astro remains focused on being the Entertainment Destination for Malaysians and delivering long-term shareholder value through our strategy of deepening home engagement and broadening reach to individuals. Throughout, we are committed to high standards of corporate disclosures in line with global best practices. Since our IPO in 2012, our steady performance has enabled us to consistently reward our shareholders with quarterly dividend payouts.

DIVIDEND

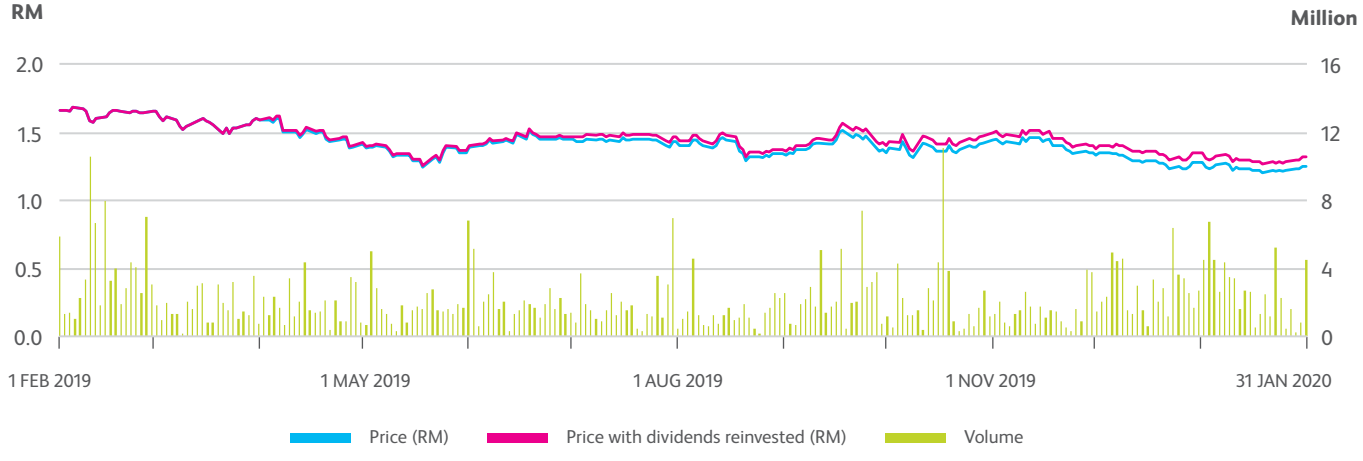
Based on our resilient financial performance, we declared interim dividends of 2.0 sen per share in the first three quarters of FY20 and an interim dividend of 1.5 sen in the fourth quarter. Dividends declared in respect of FY20 totalled 7.5 sen per share or RM391 million, representing 60% of the Group's consolidated profits for the year. We departed from our dividend policy of a minimum 75% payout of consolidated profits to conserve liquidity and strengthen our balance sheet in view of the unprecedented levels of uncertainty seen resulting from the COVID-19 outbreak. Astro remains highly cash generative with a FCF of RM1.15 billion, equating to a FCF yield of 18.4% and dividend yield of over 6%.

	FY 18	FY 19	FY20
Total dividend declared per share (sen)	12.5	9.0	**7.5**
Dividend payout as % of PATAMI	85%	101%	**60%**

Dividends are paid within 30 days from the date of declaration for interim dividends.

Dividend Period	Amount (sen)	Declaration Date	Entitlement Date	Payment Date
Q1 FY20	2.0	25 June 2019	10 July 2019	25 July 2019
Q2 FY20	2.0	12 September 2019	30 September 2019	11 October 2019
Q3 FY20	2.0	4 December 2019	19 December 2019	3 January 2020
Q4 FY20	1.5	25 March 2020	9 April 2020	24 April 2020

SHARE PRICE PERFORMANCE



The overall weak business sentiment impacted the performance of FTSE Bursa Malaysia Kuala Lumpur Composite Index (FBMKLCI), which fell by 6.0% in FY20. Our share price with dividends reinvested declined by 23.9% while our media industry peers posted an average drop of 41.2%, reflecting the subdued industry outlook amid concerns on intensifying competition and piracy.

SUBSTANTIAL SHAREHOLDERS

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

ENGAGING THE INVESTMENT COMMUNITY

We proactively engage with the investment community throughout the year to provide stakeholders with an in-depth understanding of our performance, business strategy and investment thesis, enabling informed investments decisions to be made. Our diverse investor base includes reputable local and international institutional funds, and we are actively covered by 18 research houses. Our foreign shareholding is at 21% of free float, representing a two percentage point decline from FY19.

In FY20, our dialogue with the investment community included a total of over 200 one-on-one and group meetings as well as teleconference calls. Our key senior management attended investor conferences regionally including UOB Kay Hian's Syariah Gems Conference in April 2019, Maybank's Invest Asia in May 2019 and CIMB's 12th Annual Malaysia Corporate Day in January 2020.

We hosted quarterly earnings calls chaired by our GCEO and GCFO and involving our SLT. Our Communications team engages with the media and public through corporate website updates, press releases, press conferences and social media.

We emphasise accessibility and transparency through the provision of accurate, timely and relevant information to the investment community. At the 2019 Malaysia Investor Relations Association (MIRA) Awards, we were awarded the Best Company for Investor Relations (Mid-Cap) and the Most Improved Service from an IR Team nationwide. Astro was also among the Top 20 companies shortlisted for the PricewaterhouseCoopers Building Trust Awards 2019. We have been a constituent of FTSE4Good Bursa Malaysia index since December 2013.

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

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

Key Milestones

1996

1996

- Commenced digital Direct-to-Home ("DTH") satellite Pay-TV services with 22 TV and five radio stations
- 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 on DTH satellite TV services until 2017 and non-exclusivity until 2022

2011

- Launched Astro First, a Pay-Per-View movie service with near cinema window offerings

2012

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

2014

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

2019

2015

- Launched Go Shop, our commerce business across TV, digital and mobile
- Launched On Demand, enabling customers to watch their favourite shows instantly
- Premiered *Ola Bola*, our uplifting movie about Malaysia's football team that united the nation and emerged among the top three highest grossing Malaysian movies

2016

- Launched eGG Network, a regional eSports channel
- Introduced Boo, an Asian horror movie channel

2017

- Launched ZAYAN and goXUAN, our digitally-led radio brands
- Launched Rocketfuel Entertainment, our influencer marketing and talent management agency

2018

- Astro AWANI was voted as the 'Most Trusted Malaysian News Source' by Reuters' Institute Digital News Report 2018
- *Hantu Kak Limah* set a new benchmark for local movies by raking in RM38 million at the box office

2019

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

Event Highlights

FEBRUARY 2019

eGG Network expanded its reach to Indonesia by making its tournaments and gaming content available on Indonesia's leading cellular operator Telkomsel's streaming app MAXstream.

MARCH 2019

Over 1,400 students nationwide gained access to JomStudi, a digital learning hub utilising Astro Tutor TV's interactive rich video to aggregate school syllabus-based content.

MAY 2019

Astro and HBO Asia launched HBO GO exclusively in Malaysia, allowing customers to stream HBO's complete library of movies and original content on Astro GO and HBO GO as well as on Astro STB.

Team Astro engaged with over 7,000 customers at various public events to understand and serve them better.

JULY 2019

Astro launched the world's first iQIYI branded channel, iQIYI HD, offering exclusive and the latest original content as well as hit drama series, movies, reality and variety content.

Astro Radio launched SYOK, a free multilingual lifestyle and entertainment application, which provides access to all Astro Radio's brands on-air and on TV, SYOK Original videos, podcasts and many more.

AUGUST 2019

Astro and Maxis entered into a strategic marketing partnership to offer bundled broadband with content, bringing greater value and benefits for its customers.

Astro curated and broadcast over 40 Malaysian films and premium documentaries on Malaysiaku HD Channel on Astro TV, On Demand, Astro GO and NJOI in conjunction with Malaysia's National Day.

Astro presented *Konsert Hora Horey Live! Didi & Friends*, a first-of-its-kind interactive concert engaging with thousands of fans.

SYOK has garnered over 270,000 monthly active users since its launch

OCTOBER 2019

The Garden of Evening Mists became the first Malaysian film to receive nine nominations at the 56th Golden Horse Awards and won Best Makeup and Costume Design.

Team Astro went on a mission to thank customers for voting Astro as the Putra's Brand of The Year. Customers also received complimentary viewing of all shows on Astro and Astro GO as well as discounts on Go Shop channels.

Go Shop celebrated its fifth anniversary with more than 2 million customers and exclusive storewide deals.

On a mission to thank Malaysians for voting Astro as the Putra's Brand of The Year

NOVEMBER 2019

Astro launched Ultra Box, offering Malaysians the best of home entertainment and enabling fans to enjoy live sports in 4K UHD.

Astro became iQIYI's first app partner outside China, taking the lead in marketing, customer acquisition and media sales for the iQIYI app.

Xiao Tai Yang brought its biggest live musical concert, *Happy Castle Live Concert,* to children in Penang and Kuala Lumpur, mesmerising families with drama and songs.

Go Shop offered exclusive storewide deals on its fifth anniversary

DECEMBER 2019

Astro Kem Badminton shortlisted young Malaysian shuttlers to train with the Nippon Badminton Academy in Tokyo.

iQIYI app provides rich content choices to Malaysians in a convenient and personalised manner

Awards

ANUGERAH CITRA SAHABAT DEWAN BAHASA DAN PUSTAKA 2019

- Winner in Media category: ZAYAN

ANUGERAH HADIAH KEWARTAWANAN MALAYSIA – MALAY PRESS INSTITUTE 2018

- Best Video News Report: Rahimah Abdullah and Mohamad Noor Fitri Mohamed Zainuri, Astro AWANI

APPIES MALAYSIA 2019

- Silver in Non-Food FMCG Campaign: *Sharing the Essence of Little Joys in Life* (Client – Herbal Essences x Thinker Studios)

Astro was recognised as Malaysia's Brand of the Year at the 2019 Putra Brand Awards and clinched its 10th consecutive win in the Media Network category

ASIAN ACADEMY CREATIVE AWARDS 2019

National Wins

- Best Actor in a Leading Role: Lingkesvaran Maniam for *Brindhavanathil Kannan* by Astro Productions, Astro
- Best Branded Programme or Series: *The House S5* by MEASAT Broadcast Network Systems, Astro
- Best Cinematography: Jeffrey Lim – *May I Hug You Now?* by MEASAT Broadcast Network Systems, Astro Xuan
- Best General Entertainment, Game or Quiz Programme: *CNY Countdown Gala 2019* by MEASAT Broadcast Network Systems, Astro AEC
- Best Infotainment Programme: Hotspot – *The Debate* by MEASAT Broadcast Network Systems, Astro AEC
- Best Lifestyle Programme: *Garden of Treasure S5 – Man Yue Yuan* by MEASAT Broadcast Network Systems, Astro AEC
- Best Lifestyle, Entertainment Presenter/Host: Hui Mei – *Up Close* by MEASAT Broadcast Network Systems, Astro AEC
- Best Music or Dance Programme: *Superstar 2018* by Astro Productions, Astro
- Best News or Current Affairs Presenter/Anchor: Gan Jiang Han – *Prime Talk* by MEASAT Broadcast Network Systems, Astro AEC
- Best News Programme: *Prime Talk* by MEASAT Broadcast Network Systems, Astro AEC
- Best Non-Scripted Entertainment: *Call Me Handsome S3* by MEASAT Broadcast Network Systems, Astro AEC
- Best Preschool Programme: *Jollyfish* S3 by MEASAT Broadcast Network Systems, Astro Xiao Tai Yang
- Best Short Form Content: *May I Love You 2* by MEASAT Broadcast Network Systems, Astro Xuan
- Best Single Drama or Telemovie: *Hua Hee Goes Crazy* by MEASAT Broadcast Network Systems, Astro Hua Hee Dai
- Best Sports Programme (one off/series): *IKHWAN* by Astro Supersport
- Best Theme Song or Title Theme: *May I Love You S2* – 'Jíjiāng shàngyìng dì měilì' by MEASAT Broadcast Network Systems, Astro Xuan

Regional Win

- Best General Entertainment, Game or Quiz Programme: *CNY Countdown Gala 2019* by MEASAT Broadcast Network Systems, Astro AEC

BEST TAXPAYER AWARDS

- Top 11 Best Corporate Taxpayer: MEASAT Broadcast Network Systems

Astro received recognition in the Telecommunications & Media sector at The Edge Billion Ringgit Club Awards 2019

CINEFEST MALAYSIA AWARDS 2019
- Best Movie: *Vedigundu Pasangge*

CORPORATE TREASURER AWARDS 2019
- Best Treasury and Finance Strategies in Asia Pacific: Astro (Malaysia) for a fully automated In-House Bank

GRADUAN BRAND AWARDS 2018
- Top 10 Preferred Employers in Malaysia
- Ranked No. 1 in the Arts & Media category

GRADUATES' CHOICE AWARD 2019
- Most Attractive Employer in Media, Journalism & Broadcasting category

MALAYSIA PR AWARDS 2019
- Gold in Corporate Social Responsibility category: Astro Kem Badminton
- Silver in Consumer Launch category: 2018 FIFA World Cup campaign
- PRCA Malaysia Leadership Award: Astro AWANI

MALAYSIA'S 100 LEADING EMPLOYERS AWARDS 2019
- Most Popular Graduate Employer in Broadcasting & Media sector

MALAYSIAN CMO AWARDS 2019
- Marketing Trailblazer – Media & Entertainment: Daphne Lourdes, Astro Radio

MALAYSIAN DIGITAL AWARD 2019
- Silver in Best Integrated Media Campaign: Gempak Original – *DUA The Series*, Gempak Studios

MALAYSIAN FILM FESTIVAL (FFM30)
- Special Jury Awards 3: *Busker*, Astro Shaw

MALAYSIAN MEDIA AWARDS 2019
- Gold in Best Use of Branded Content: Gempak Original – *DUA The Series*, Gempak Studios

MALAYSIAN TAMIL ARTISTE AWARDS 2019
- Best Film: *Vedigundu Pasangge*
- Best Announcer: Kavimaran and Revathy, RAAGA

MIRA'S INVESTOR RELATIONS AWARD 2019
- Best Company for Investor Relations (Mid Cap)
- Most Improved Service from IR Team

NATIONAL EXCELLENCE AWARD 2019 BY NATIONAL COUNCIL FOR OCCUPATIONAL SAFETY & HEALTH (NCOSH)
- Winner for Communication Sector

NEW YORK FESTIVALS TV & FILM AWARDS
- Bronze World Medal: Best Production Design/Art Direction – *Sepak Takraw League*
- Bronze World Medal: Station/Image Promotion – *Maharaja Lawak Mega*
- Bronze World Medal: Production Design: Promotion/ Open & IDs – *Sepahtu Reunion*

Awards

PERTUBUHAN ARTIS-ARTIS INDIA MALAYSIA (PAAIM) JOHOR AWARDS 2019

- Best Movie: *Vedigundu Pasangge*

PUTRA BRAND AWARDS 2019

- Malaysia's Brand of the Year
- Platinum in Media Network category
- Inducted into the Putra Hall of Fame for 10th consecutive win in Media Network category

PWC'S BUILDING TRUST AWARDS 2019

- Top 20 finalist

SPECIAL AWARD BY NATIONAL INSTITUTE OF OCCUPATIONAL SAFETY AND HEALTH (NIOSH)

- First broadcasting organisation to implement the Media Safety Passport (MSP) training programme

THE EDGE BILLION RINGGIT CLUB AWARDS 2019

- Highest Growth in Profit After Tax Over Three Years in the Telecommunications & Media sector

TREASURY MANAGEMENT INTERNATIONAL (TMI) AWARDS 2019

- Best In-House Bank Implementation

TREASURY TODAY'S ADAM SMITH AWARDS ASIA 2019

Highly Commended Winners

- First Class Relationship Management: Shafiq Abdul Jabbar and Latifah Mohamed Yusof, Astro Malaysia Holdings Berhad
- Treasury Today Asia Woman of the Year 2019: Latifah Mohamed Yusof, Astro Malaysia Holdings Berhad

10TH NORWAY TAMIL FILM FESTIVAL

- Best Film: *Vedigundu Pasangge*
- Best Female Actor: *Vedigundu Pasangge*

12TH ANNUAL EDISON AWARDS 2019

- Best Teaser: *Astro Superstar 2018*
- Best Concept: *Astro Superstar 2018*
- Best Music Composer: *Astro Superstar 2018*
- Best Lyricist: *Astro Superstar 2018*
- Best Singer: *Astro Superstar 2018*

Astro won Best Makeup & Costume Design for The Garden of Evening Mists at the 56th Golden Horse Awards

24TH ASIAN TELEVISIONS AWARDS

- Best Preschool Programme: *Didi & Friends*, Astro Ceria

56TH GOLDEN HORSE AWARDS

- Best Makeup & Costume Design: Nikki Gooley, Biby Chow, Penny Tsai Pei-ling, Nina Edwards for *The Garden of Evening Mists*

2019 DRAGONS OF ASIA

- Bronze Dragon: Best Product Launch or Re-launch Campaign – *Flavettes Celebrates Women's Inner Beauty, Outer Glow* for Duopharma Marketing

2019 DRAGONS OF MALAYSIA

- Gold Dragon: Best Product Launch or Re-launch Campaign – *Flavettes Celebrates Women's Inner Beauty, Outer Glow* for Duopharma Marketing
- Bronze Dragon: Best Innovative Idea or Concept – *Sharing the Essence of Little Joys in Life* for Procter & Gamble Malaysia
- Bronze Dragon: Best Entertainment Campaign – *Magnifying Agents to Rise Beyond Standards* for CUCKOO International Malaysia

Financial Calendar

2019

25 JUNE

Announcement of the unaudited results for the first quarter ended 30 April 2019 and the first interim single-tier dividend of 2.0 sen per ordinary share

25 JULY

Payment date for the first interim single-tier dividend of 2.0 sen per ordinary share

12 SEPTEMBER

Announcement of the unaudited results for the second quarter ended 31 July 2019 and the second interim single-tier dividend of 2.0 sen per ordinary share

11 OCTOBER

Payment date for the second interim single-tier dividend of 2.0 sen per ordinary share

4 DECEMBER

Announcement of the unaudited results for the third quarter ended 31 October 2019 and the third interim single-tier dividend of 2.0 sen per ordinary share

2020

3 JANUARY

Payment date for the third interim single-tier dividend of 2.0 sen per ordinary share

25 MARCH

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

24 APRIL

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

30 JUNE

Notice of Eighth Annual General Meeting and the issuance of Integrated Annual Report 2020 and Circular to Shareholders

29 JULY

Eighth Annual General Meeting

SUSTAINABILITY STATEMENT

At Astro, we are committed to ensuring long-term sustainability encompassing profit, people and planet. We embrace our role to create value for our shareholders, care for the well-being of our talent, empower local communities, minimise our environmental footprint and address the interests of our stakeholders towards achieving business sustainability

SCOPE

The scope of our sustainability disclosures encompasses all business entities under our Group and remains unchanged compared to previous year. Unless otherwise stated, these disclosures cover the reporting period consistent with our Financial Year 2020 ("FY20") from 1 February 2019 to 31 January 2020. Our sustainability-related disclosures are in accordance with the Main Market Listing Requirements ("MMLR"). Where possible, we report on indicators based on the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines, Bursa Malaysia's Sustainability Reporting Guide and the United Nations Sustainable Development Goals ("SDGs").

PROCESS

We manage our economic, environmental and social ("EES") impact on our business through active engagement with stakeholders. This enables us to identify matters which are important to our business and stakeholders, allowing us to prioritise and reaffirm our material matters and proactively manage our EES risks and opportunities.

GOVERNANCE AND MANAGEMENT

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

Refer to Corporate Governance Overview on pages 115 to 132

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

Our SLT develops business strategies centred on Strategic Drivers, communicating them across to individual business units and talents who are empowered to execute strategies in a collaborative manner.

Refer to Our Value Creation on pages 23 to 27

Stakeholder Engagement

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

Stakeholders	Engagement	Areas of Interest	Addressed by Material Matters
CUSTOMERS *Refer to Customer on pages 66 to 75*	• Websites and digital platforms • Customer service and contact centres • Self-serve touchpoints • On-ground engagement and events • Rewards and privileges programme • Customer satisfaction/engagement metrices • Return path data from connected STBs • Data aggregated from multiple touchpoints across our TV, radio, streaming services, digital brands and commerce	• Price competitiveness of offerings • Product and service quality • Customer service and engagement • Personalisation, flexibility and immediacy	MM1 MM2 MM3
TALENT *Refer to Talent on pages 82 to 89*	• Sustainable engagement index • On-boarding programmes • Company intranet • Employee engagement initiatives • Townhalls • Focus groups, surveys and feedback • Continuous learning, education, trainings and workshops	• Remuneration structure • Employee benefits and welfare • Learning and development opportunities • Health and safety procedures at work • Opportunity to contribute to sustainability via on-ground engagements, community and environmental programmes	MM3 MM6 MM7
SHAREHOLDERS & INVESTMENT COMMUNITY *Refer to Investor Relations on pages 36 to 37*	• Annual General Meeting • Integrated Annual Report • Quarterly earnings calls • Financial results • Conferences and roadshows • Regular meetings and teleconference calls • Corporate website	• Business sustainability amid disruption and threat of piracy • Returns to shareholders • Sustainable business practices emphasising EES	MM4 MM5 MM7 MM8 MM9
REGULATORS & GOVERNMENT AUTHORITIES	• Policies • Regulatory compliance training • Regular stakeholder dialogue	• Sustainable business practices • Direct and indirect contribution to the local economy • Championing growth of the local media industry • Job opportunities for the local community • Labour rights and welfare • Compliance to laws, rules and regulations • Environmental impact	MM1 MM5 MM6 MM7 MM8 MM9
VENDORS & BUSINESS PARTNERS	• Vendor registration process • Vendor selection process • Vendor assessment and screening	• Ethical business practices • Transparent tender process • Prompt and timely payments	MM1 MM3 MM5 MM9
COMMUNITY *Refer to Community on pages 90 to 93*	• Astro Kem Badminton and Astro Junior Championship • Astro Scholarship Awards • Kampus Astro • Astro Kasih Hostels	• Sustainable business practices • Community programmes • Contributions to the local economy • Environmental impact	MM6 MM7 MM8
MEDIA	• Press releases and conferences • Media interviews • Thought leadership talks • Media campaigns	• Product offerings • Business performance • Business milestones and industry updates • Sustainable business practices • Contributions to the local economy	MM1 MM2 MM3 MM4 MM5 MM7

Material Matters:

- MM1 Content (creation, aggregation, distribution, monetisation)
- MM2 Technology & innovation
- MM3 Customer reach & experience
- MM4 Diversification of revenues
- MM5 Financial performance
- MM6 Talent acquisition, development & engagement
- MM7 Community development
- MM8 Environmental stewardship
- MM9 Risk management

Refer to Material Matters on pages 48 to 51

Material Matters

Steps we took in updating our material matters for FY20:

Step 1: Identify	Step 2: Prioritise	Step 3: Monitor and report
• Stakeholder engagement • Review of market landscape • Peer analysis and benchmarking • Feedback from daily business operations • Survey of consumer preferences and trends	• Evaluate the importance, likelihood and impact to internal and external stakeholders • Reaffirm EES material matters • SLT and Board meetings	• Align material matters with our Group's Key Risk Profile to facilitate regular assessment, monitoring and reporting of key business risks and mitigation strategies • Embed material matters into our Strategic Drivers to spur value creation

	Material matters identified	Why is it important to us?	FY20 Goals and Report Card	Goals in FY21	Key Risk Profile	Strategic Drivers
ECONOMIC	Content (creation, aggregation, distribution, monetisation)	Our focus is on being a responsible content provider, offering an extensive content slate that meets customers' demand	**Hone our capabilities to ideate, develop, produce and aggregate content to cater to our diverse customer base** • No. 1 content creator in Malaysia with 11,300 hours of content produced in FY20 • 50 shows achieved over 1 million TV viewership • Licensed 15 channels and distributed thousands of content hours overseas • Our six movie releases achieved over 50% share of local movies' GBO collection, grossing over RM75 million • Produced our critically-acclaimed international film, *The Garden of Evening Mists* that received nine nominations at the 56th Golden Horse Film Festival and won for Best Makeup and Costume Design • Established exclusive partnerships with global streaming players to launch HBO GO and iQIYI apps to bolster our digital content offering *Refer to Content section on pages 56 to 65*	• Sustain leadership as No. 1 content creator in Malaysia • Invest in original IPs for Malaysia and the region • Expand content slate, with focus on premium vernacular, live sports and regional offerings • Expand partnerships with streaming players • Extend content innovation and 360° content experience • Champion educational content focusing on skills for the digital economy and academic learning	R1 R2 R3 R4 R5 R6 R7 R8	
	Customer reach & experience	We aim to provide the best home and personal entertainment experience, from content to customer care and convenience	**Sustain market leadership by expanding reach across homes and individuals** • TV household penetration at 75%, maintained TV viewership share at 76% while increasing ARPU to RM100.0 • Increased number of connected STBs to over 1 million and grew On Demand shows streamed by 37% to 74 million • Extended individual reach through Astro GO as registered customers increased 20% to 2.6 million • Our digital brands recorded growth with digital MUVs up 40% to 11.6 million, garnering 2.1 billion digital views and 8.9 billion minutes watched • Radio listenership increased to a record 16.9 million weekly on terrestrial and 3.0 million monthly digital radio users, while SYOK garnered over 270,000 monthly active users to date • Expanded self-serve touchpoint by harnessing WhatsApp platform • Reward loyal customers with a range of exclusive privileges and offers *Refer to Customer and Experience & Technology sections on pages 66 to 81*	• Sustain market leadership as the Entertainment Destination for Malaysians by deepening home engagement and broadening reach to individuals • Accelerate rollout of connected STBs (including Ultra Box) to enhance customer experience and drive On Demand viewing • Grow content-broadband bundles to provide greater connectivity and value for customers • Improve customer service across all touchpoints	R1 R2 R3 R4 R5 R6 R7 R8	

Key Risk Profile

R1 Sustainable business model
R2 Market and competition
R3 Technology and innovation
R4 Economic conditions
R5 Security infrastructure
R6 Cost management
R7 Supply chain management
R8 Talent management

Strategic Drivers

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

	Material matters identified	Why is it important to us?	FY20 Goals and Report Card	Goals in FY21	Key Risk Profile	Strategic Drivers
ECONOMIC	Technology & innovation	Technology and data underpin our ability to deliver superior customer experience	**Enhance premium viewing experience with the introduction of new UI/UX** • Launched Ultra Box featuring 4K UHD resolution, Play From Start and Cloud Recording for seamless viewing across devices • Expanded HD channel offering by 46% to 101 channels • Pioneered localised advertising on TV in Malaysia to better serve SMEs and local businesses • Continue to harness data to better serve customers with personalised recommendations based on customer viewing preferences • Enhanced customer service with various self-serve touchpoints and payment options including WhatsApp and e-wallet *Refer to Experience & Technology section on pages 76 to 81*	• Enhance viewing experience • Deepen investment into data analytics for better customer insights and conversion • Leverage technology to promote greater business agility and cost efficiency • Combat piracy across all platforms through various anti-piracy initiatives and solutions	R1 R2 R3 R4 R5 R6 R7 R8	Experience & Technology
	Diversification of revenues	Amid disruptions, scaling up adjacent businesses and diversifying revenue streams are crucial for business sustainability	**Pursue revenue diversification strategy through the identification of new growth drivers and synergistic businesses** • Commercial rollout of content-broadband bundles offering speeds ranging from 30Mbps to 800Mbps • Launched streaming services HBO GO and iQIYI nationwide • Radex share grew to 80% while TV and digital adex share steady at 43% and 4% respectively, driven by 360° monetisation of our own content IPs • Commerce and adex revenue moderated by 2% and 7% respectively amid soft consumer sentiments *Refer to our GCEO's Statement on pages 13 to 22*	• Revenue diversification strategy through the identification of new growth drivers and synergistic businesses • Expand our broadband footprint • Grow commerce by extending customer base, signature programmes and product offerings • Accelerate advertising through localised and digital offerings	R1 R2 R3 R4	Content Customer Experience & Technology
	Financial performance	Solid financial performance drives shareholder value amid challenging operating environment	**Sustain shareholder value while reinvesting into Strategic Drivers to deliver long-term returns** • Revenue moderated by 10% to RM4.9 billion, against the backdrop of softer consumer sentiment and intensifying competition, both legal and otherwise • EBITDA increased by 7% to RM1.7 billion underpinned by strong cost discipline and PATAMI increased by 42% to RM655 million. • Strong FCF of RM1.15 billion, representing FCF yield of 18.4% • Declared dividends totalling 7.5 sen for FY20, equating to 60% of profits and an attractive yield exceeding 6% *Refer to our GCEO's Statement on pages 13 to 22, and Group Financial Review on pages 28 to 29*	• Sustain shareholder value through reinvestment into Strategic Drivers to deliver sustainable returns	R1 R2 R4 R6	Content Customer Experience & Technology

Material Matters

Strategic Drivers

	Material matters identified	Why is it important to us?	FY20 Goals and Report Card	Goals in FY21	Key Risk Profile	Strategic Drivers
SOCIAL	Talent acquisition, development & engagement	Attracting, developing and retaining the best on- and off-air talents are crucial for business sustainability	**Attract, develop and retain a nimble, agile and rightly skilled talent pool through tailored programmes, learning resources and development initiatives** • Invested over 25,942 hours in terms of development programmes to upskill and reskill talent, averaging 5.5 hours per employee • Enhanced employee engagement through focus groups, townhalls and departmental engagements • Organised 'People Month' to engage with talents through workshops and wellness initiatives in collaboration with over 65 corporate partners • Tripled Rocketfuel talent pool to 422 on-air and eSports talents • Groomed future leaders through young talent programmes to ensure a sustainable talent pipeline, with cumulative investment exceeding RM40 million to date • Piloted the AI-focused Master of Research (MRes) under the MYINDUSTRY AI Scholarship programme in collaboration with MDEC and selected universities, with four scholars selected *Refer to Talent section on pages 82 to 89*	• Attract, develop and retain a fit-for-purpose talent pool through tailored programmes, learning resources and development initiatives • Upskill and reskill talents to ensure a digital-ready and progressive talent pool • Streamline organisational structure to drive productivity and innovation	R3 R5 R6 R8	
	Community development	To inspire our community and create a positive long-term societal impact	**Driving community initiatives with a focus on local education and sports programmes** • Organised Astro Kem Badminton programme in collaboration with local and international partners, attracting over 2,000 participants • Organised the Astro Junior Championship, an Under 15 mixed-team badminton tournament to unearth promising young athletes, drawing 320 youths • Reached over 10,500 schools in Malaysia through Kampus Astro programmes, improving access to quality educational and learning materials • Provided hostel facilities to students in the deep interiors of Sabah and Sarawak, saving precious commuting time for them to focus on their studies. Also conducted academic workshops for these students to prepare for national examinations • Broadcast over 8,500 hours of public service announcements across TV and radio to educate and raise civic awareness *Refer to Community section on pages 90 to 93*	• Continue to drive existing programmes, while pursuing new opportunities to inspire our community	R1	

Key Risk Profile

R1 Sustainable business model
R2 Market and competition
R3 Technology and innovation
R4 Economic conditions
R5 Security infrastructure
R6 Cost management
R7 Supply chain management
R8 Talent management

Content Customer Experience & Technology Talent Community & Environment

	Material matters identified	Why is it important to us?	FY20 Goals and Report Card	Goals in FY21	Key Risk Profile	Strategic Drivers
ENVIRONMENTAL	Environmental stewardship	As a responsible corporate citizen, we are mindful of our environmental footprint across our businesses and aim to minimise our environmental impact	**To drive the reduction of our environmental footprint through more sustainable business practices** • Reduced our annual greenhouse gas ("GHG") emission by 18% to 25,708 tCO_2e in 2019 • Reduced GHG intensity by 8.9% to 5.2 tCO_2e per RM million of revenue in 2019 • Harvested over 1.7 million kWh of photovoltaic energy utilising our solar panel system, equating to carbon avoidance of 1,010 tCO_2e • Reduced electricity and energy consumption by 16% to 33.7 million kWh, equating to 10% reduction in GHG • Commissioned rainwater harvesting system in our new office building with a capacity of 13,500 litres • Reduced water consumption by 8% to 130,560m^3 *Refer to Environment section on pages 94 to 99*	• Sustain and enhance our environmental initiatives through eco-conscious practices	R1 R6	
ECONOMIC, ENVIRONMENTAL AND SOCIAL	Risk management	We operate our business guided by a strong risk management framework to enable the achievement of business objectives in a sustainable manner	**Continuous enhancement to the Group Risk Management Framework (GRMF) and Group Risk Management Policy (GRMP) to strengthen self-assessment process with continued focus on embedding a risk-aware culture across our Group** • Assessed and updated key business risks impacting our Group on an ongoing basis • Implemented effective control measures with continuous monitoring of risk profiles to increase business agility and resilience *Refer to SORMIC on pages 144 to 150, and Key Risk Profile on pages 52 to 55*	• Continuous identification and assessment of key business risks impacting our Group • Enhance risk management and internal control environment to ensure operational agility while maintaining relevance in a challenging landscape	R1 R2 R3 R4 R5 R6 R7 R8	

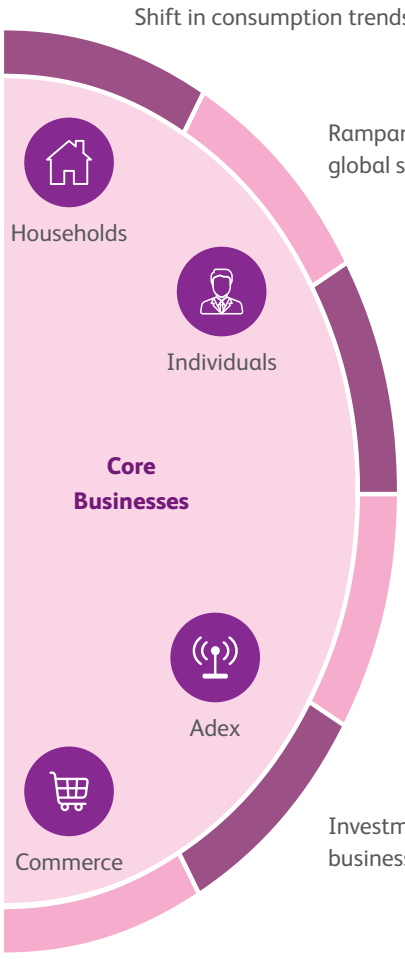
Key Risk Profile

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

We continue to assess our key business risks against the backdrop of structural changes in the global media and entertainment space coupled with the challenging market outlook. The risks identified are mapped against the likelihood of occurrence and potential business impact in our Group Risk Map. These risks should not be viewed in isolation as some may be interrelated to one another whereby improvements in one may impact another directly or indirectly.

Together, they encompass the material matters identified on pages 48 to 51.

Business Challenges



Shift in consumption trends and consumer spending

Rampant content piracy and global streaming wars

Speed to market, innovation of products, services and customer experience

Soft consumer sentiment and uncertain economic conditions

Investment and diversification for business growth

Scarcity of talent in data and analytics

Key Business Risk

- R1 Sustainable business model
- R2 Market and competition
- R3 Technology and innovation
- R4 Economic conditions
- R5 Security infrastructure
- R6 Cost management
- R7 Supply chain management
- R8 Talent management

Strategic Drivers

Content Customer Experience & Technology Talent Community & Environment

Description of Risk	Mitigation Strategies	Risk Indicators	Strategic Drivers
Sustainable business model Challenging market outlook increases pressure on our Group to ensure consistent financial performance required to maintain a sustainable business model	**Our Group continues to focus on deepening home engagement and broadening reach to individuals by strengthening the value proposition of our businesses to deliver positive financial and community impact. This includes:** • Strengthening Pay-TV proposition through the four R's, namely, Reinvigorating customer experience, Refreshing content, Resetting customer service and Rewarding customers • Growing our reach to the remaining Malaysian households through NJOI • Deepening home engagement while driving connectivity through broadband bundles • Broadening reach to individuals through streaming services, radio and home shopping • Innovating and refreshing content by leveraging our ecosystem and production capabilities to produce, commission and develop original IPs and extend content curation to serve all groups • Capitalising on 360° advertising capabilities to offer comprehensive media solutions to clients including pioneering localised advertising on TV in Malaysia to better serve SMEs and local businesses • Engage Malaysians through radio and digital brands via comprehensive differentiated vernacular content offerings • Growing commerce through multiplatform and multilingual content and product offerings to cater to diverse customer needs • Championing education and local sports through Astro Kasih while providing a platform to amplify socially responsible themes • Minimising environmental impact through sustainable green initiatives including reducing usage of plastic, effective waste management through recycling bins and harvesting energy from solar panel system	• Financial and business performance indicators	
Market and competition The rapidly changing media landscape due to the proliferation of piracy and streaming wars affects the value proposition of the business	**Our Group continues to monitor the market landscape and realign our strategies to capitalise on new opportunities to serve our diverse consumer base. This includes:** • Reinforcing customer value proposition with the introduction of enhanced viewing experience through Astro GO and Ultra Box, increased HD channels, content-broadband bundles and streaming services iQIYI and HBO GO • Elevating customer service by constantly reviewing and improving customer journey across all touchpoints • Delivering multilanguage content across all platforms catering to diverse customer segments • Forging strategic partnerships with content partners to enrich content slate • Monetising content IPs through regional and global licensing deals, on-ground events and merchandising • Increase digital engagement with our audience through our digital brands including Gempak, AWANI, SYOK, Xuan and Ulagam • Leveraging digital competencies and opportunities in online video streaming, digital advertising and e-commerce to fortify our ecosystem • Redefining commerce by producing signature lifestyle-centric programmes • Collaborating with regulators and industry players to combat content piracy via anti-piracy initiatives and technology investment	• Market share • Speed to market on product and services • Number of legal and illegal competitors • New collaborations	

Key Risk Profile

Strategic Drivers

Description of Risk	Mitigation Strategies	Risk Indicators	Strategic Drivers
Technology and innovation Rapid shifts in technology, media landscape and product innovation have made customer experience a key differentiator	**Our Group continues to leverage technology to boost operational efficiency and agility, allowing better speed to market while reinvigorating customer experience. This includes:** • Ultra Box offerings, including 4K UHD and new user interface via Infinite Video Platform (IVP), which enable seamless viewing across all screens • Continuously enhancing UI and UX and functionalities of products, self-service capabilities and data analytics for personalised recommendations to enable better customer experience and content discovery • Extend content innovation with the introduction of augmented reality to engage audiences • Adopting cloud technology to enable scale, agility and cost efficiency while driving system enhancement and development • Simplifying and automating workplace processes to enhance operational efficiency, speed to market and quality of execution • Improving customers' path to purchase and activating more digital touchpoints to simplify and drive prepaid revenue • Strengthening Team Astro with key specialised talents on customer experience and data analytics	• 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 based on the changes in economic conditions and consumer sentiment. This includes:** • Disciplined cost rationalisation with prudent treasury, hedging and investment management • Fortifying our existing ecosystem by strengthening Pay-TV proposition through strategic partnerships and expanding natural ancillary businesses including content-broadband bundles and commerce to diversify revenue streams • Prioritisation of initiatives to ensure profitability and sustainability amid the challenging economic outlook	• Financial and business performance indicator • Customer sentiment index • Foreign exchange rate fluctuations	
Security infrastructure The safety of our Group's assets, content IPs and customer data relies upon the adequacy and resilience of security infrastructure across physical and logical access to business systems, networks and facilities	**AMH Security Council provides cyber security management practices and strategic supervision on emerging security threats, referencing learnings from global incidences and security audits to ensure effective solutions are applied, including via:** • Continuous collaboration with key stakeholders to undertake proactive anti-piracy initiatives through our online monitoring taskforce • Continuous security enhancements to cloud infrastructure to better protect content and key signature IPs from IP theft • Continuous 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 such as discourages the usage of weak or common passwords across all login IDs and Astro email addresses for external sites • Benchmarking of industry best practices while engaging with external security subject matter experts to enhance security controls • Raising security awareness among employees through educational short videos, articles and awareness roadshows	• Cyber attack incidences • Security breaches	

Content Customer Experience & Technology Talent Community & Environment

Description of Risk	Mitigation Strategies	Risk Indicators	Strategic Drivers
Cost management Effective cost management to ensure optimal operations for sustainability	**Our Group continues to practice cost discipline through various cost rationalisation initiatives for sustainability while being mindful of our environmental footprint. This includes:** • Periodic strategic and financial reviews of business performance to optimise expenses and reprioritise spending • Reviewing and renegotiating existing content and technology commitments, with redeployment of cost savings to key business opportunities • Actively negotiating to optimise content cost and expand content utilisation across multiple platforms while collaborating with content players in relation to content creation • Optimising capex across software and platform development, and asset acquisitions • Strategic review on business and organisational structure, including workforce optimisation based on current operational needs • Investing into energy-saving initiatives to better manage electricity and water resources to reduce our environmental footprint	• Content spend • Foreign exchange rate fluctuations • Environmental impact	
Supply chain management Effective processes across supply chain management, procurement, strategic partnerships, contingency and recovery arrangements are necessary to protect the interests of our Group and ensure our ability to meet customer demands and service expectations	**Our Group has established supply chain management and business continuity management to ensure our ability to meet stakeholders' expectations. This includes:** • Upholding fair business practices across all strategic acquisitions guided by our Procurement Manual • Monitoring of the acquisition process by the Procurement team and/or Tender Committees to ensure the best rates and terms are secured through competitive bidding, tender and industry benchmarking • Regular review, reassessments and updates on policies and procedures to ensure adequacy, effectiveness and relevance • Regular review of our disaster recovery plan and business continuity plans to ensure adequacy and effectiveness of recovery plans and operational infrastructure redundancies • Review of satellite redundancy and service recovery plan to minimise potential disruption to our broadcast and customer services • Identification of alternate working sites and people plan 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 pool of committed and aptly skilled talent 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 values of inclusivity, accountability and creativity among Team Astro through various engagements with a focus on customer-centricity • Upskilling and reskilling of existing talent to drive innovation initiatives • Establishing a right-fit talent remuneration structure in line with industry best practices to attract and retain talent • Identifying and grooming emerging leaders through talent development programmes to ensure effective succession planning • Strategic hires in key focus areas including data analytics, digital marketing and software engineering to enhance our capabilities to execute key business strategies	• Talent turnover • Succession planning	

CONTENT

Championing

Content

Our 4K UHD channels feature the best of movies and live sports

The breadth and depth of Astro's content is our key differentiator. We are refreshing and innovating our content offering to serve all age groups, leveraging our strength in content creation, production and aggregation. In FY20, we produced and commissioned over 11,300 hours of winning homegrown content and enriched our On Demand library to 51,000 titles. These underpin the increase in our total TV viewership share to 76% and jump in total On Demand shows streamed by 37% to 74 million.

Taking an innovative approach across all aspects from content ideation to delivery, we explored bolder storytelling and novel concepts that transcended platforms to engage our audience. We produced *Misteri Dilaila*, Malaysia's first film with two alternate endings, generating immense hype among moviegoers and grossing RM11 million at the box office. Harnessing augmented reality, the first live interview with an animated character from *BoBoiBoy Movie 2* aired on our hit talk show *Meletop*. *Mikrofon Impian* represented a fresh approach on the reality singing format with contestants competing to win a cash prize to rebuild their lives. To elevate the customer viewing experience, we launched three 4K UHD channels featuring the best of live sports, Hollywood and documentaries and also added 32 new HD channels.

We captivated millennials through our engaging vernacular digital brands, with viewers spending over 9 billion minutes watching our content online in FY20. We led this space across all vernaculars with Gempak and Xuan cementing their positions as the No. 1 Malay digital entertainment brand and No. 1 local Chinese digital entertainment brand respectively. Meanwhile, Ulagam emerged as the No. 1 local Indian digital brand this year in Malaysia. We also retained leadership of the local box office and garnered global recognition with the release of *The Garden of Evening Mists*, our award-winning movie.

Produced and commissioned

FY20

11,300

content hours

Local box office share

2019

50%

Content

Our highly rated dramas, Setelah Terlafaznya Akad and Curi-Curi Cinta, led Google Malaysia's Top 10 most searched TV shows

WINNING MIX OF LOCAL AND INTERNATIONAL CONTENT

In FY20, our signature vernacular offerings continued to captivate Malaysian audiences with *Setelah Terlafaznya Akad* leading Google Malaysia's Top 10 most searched TV shows in 2019 and with six other titles also featured in that list.

Our drama continues to underpin audience engagement with *Curi-Curi Cinta* emerging as the No. 1 drama with 3.2 million TV viewership while *Setelah Terlafaznya Akad* and *Sweet Dreams* achieved strong TV viewership of 2.6 million and 2.4 million respectively.

Gegar Vaganza Season 6 was the most popular reality show in Malaysia, recording 3.9 million TV viewership and 51 million digital views. *Maharaja Lawak Mega 2019* (MLM) remained as Malaysia's top comedy show, with a successful spin-off titled *Muzikal Lawak Superstar*. Both programmes registered TV viewership of 3.3 million and 2.1 million, along with 63 million and 17 million digital views, respectively. *Big Stage 2019* expanded beyond Malaysian shores to feature an impressive line-up of regional digital influencers from South Korea, Indonesia, Thailand and Brunei, garnering TV viewership of 1.9 million alongside 23 million digital views and extensive regional coverage. Our No. 1 awards show, *Anugerah Meletop ERA 2019,* gained strong traction among millennials with 3.1 million votes cast, the highest number ever. With TV viewership of 3.5 million, the show's opening performance trended No. 1 on YouTube Malaysia for four weeks.

Classic Golden Melody 2019 continues to be a fan favourite, garnering 419,000 TV viewership and 2.7 million digital views. *Business Talk*, our talk show premised on helping local SMEs to create and explore business opportunities, expanded beyond TV with the *Business Talk Workshop 2019*, a live extension of the show to interact with followers.

Our news brand AWANI was entrusted with an exclusive interview with the Yang di-Pertuan Agong in conjunction with His Majesty's coronation. The success sparked a series of new leadership capsules featuring exclusive interviews with global personalities, including Indonesian President Joko Widodo and Christine Lagarde, that were further amplified by international media outlets including Reuters, Channel News Asia and Gulf News. Our exclusive broadcast of HBO's *Game of Thrones Season 8* became Malaysia's No. 1 English series in 2019 with 1.5 million episodes streamed On Demand for the entire series and 256,000 turning up for on-ground events.

"We produced and marketed 5 of the Top 10 highest grossing local movies in 2019"

NOTABLE FIRSTS IN FILMS

We achieved a new milestone in FY20 by attaining 60% share of the Top 20 highest grossing local films of all time. We are delighted that our local movies continued to win over the hearts of Malaysians in FY20, validating our long-term strategy in championing homegrown productions amid rising demand for quality local and vernacular offerings. Malaysian movies grossed over RM100 million at the box office in 2019 for the second consecutive year, with Astro continuing to lead the local box office by producing five of the Top 10 local movies, amassing a GBO collection of over RM75 million in 2019. Local animated movies were the big winners, including our *BoBoiBoy Movie 2* that grossed RM30 million, beating major Hollywood animation titles.

We released *Pusaka*, Malaysia's first investigative horror and No. 1 live-action film of 2019, raking in RM14 million. Our inaugural collaboration with Primeworks Studios, Infinitus Gold and mm2 Entertainment yielded Malaysia's first mixed martial arts film titled *Sangkar* that grossed RM13 million. *Wira* became the first local film to be screened in 4D, offering a multisensory experience and immersing fans with world-class action sequences.

We premiered our award-winning international film, *The Garden of Evening Mists (TGOEM)*, a movie adapted from the critically acclaimed novel by Malaysian author Tan Twan Eng. This was our first movie collaboration with HBO Asia which premiered at the 24th Busan International Film Festival. Screened as the closing film at the 56th Golden Horse Film Festival, this period love story earned *TGOEM* nine award nominations at the 56th Golden Horse Awards – the highest ever for a Malaysian film – winning for Best Makeup and Costume Design.

Astro Shaw's movies achieved over 50% share of 2019 local box office, grossing over RM75 million

Content

Gempak's original series, Dua The Series struck gold at the Malaysian Media Awards 2019 and silver at the Malaysian Digital Awards 2019

GROWING DIGITAL BRANDS

Catering to the preferences of millennials for short-form content, we delivered innovative digital-first content through our brands including Gempak, AWANI, SYOK, Xuan and Ulagam.

Gempak recorded its highest engagement with 3 million digital MUV and 2.4 billion minutes watched in FY20. Our editorial content, multi-format originals and adapted IPs such as *Hello Tun: Standing in the Eyes of the World, Curhat* and *The House Season 5* generated over 560 million digital views. Our online short-form content garnered international recognition, winning the Best Branded Series Award at the Asian Academy Creative Awards 2019 for *The House Season 5*. Similarly, *Dua The Series* picked up two awards for the Best Integrated Media Campaign at the Malaysian Digital Awards 2019 and Best Use of Branded Content Award at the Malaysian Media Awards 2019. Going beyond digital, Gempak TV was introduced on Astro Ria and garnered TV viewership of almost 1 million within three months of its premiere.

GEM PAK

Digital MUV
FY20
3.0m

Minutes watched
FY20
2.4b

Digital views
FY20
560m

Xuan and Hotspot are key brands engaging Chinese-speaking digital natives. Xuan achieved 600,000 MUV with its web originals, *May I Hug You Now?* and *May I Love You 2* winning Best Cinematography and Best Short Form Content at the Asian Academy Creative Awards 2019 respectively. *Why So Famous* became Astro's first web series featured on a China app via iQIYI. Hotspot's bite-sized news and digital information delivery continued to engage digital natives with over 64 million views.

Anchored by a revamp of editorial and video content and efficient social media management, Ulagam recorded a historic high of over 52 million digital views and 174,000 digital MUV, emerging as the top local Indian digital brand in Malaysia.

Our news brand AWANI grew its engagement to over 3.7 million digital MUV with the revamp of its app.

FORGING STRATEGIC CONTENT PARTNERSHIPS

Through our strategic relationships, we introduced the first of our streaming partnerships with the No. 1 app in China, iQIYI and the home of Hollywood premium series, HBO GO. This enables us to offer a more personalised experience and unlock more content choices to our digital natives.

As iQIYI's first partner on the app outside China, we secured exclusive rights to deliver the first iQIYI channel globally and delivered its original content on TV, On Demand and over-the-top nationwide. iQIYI has an extensive slate of originals and the best shows from China, including *Story of Yanxi Palace, Sword Dynasty* and *The Mystic Nine*. This partnership also enabled our content to travel beyond Malaysia with several of our signatures, including *Miss Astro Chinese International Pageant 2019*, *Call Me Handsome* and *Why So Famous,* available on the iQIYI app.

Miss Astro Chinese International Pageant 2019, our homegrown originals featured on the iQIYI app, celebrates women's empowerment and confidence

Our exclusive partnership with HBO unlocked over 4,000 hours On Demand of the best Hollywood blockbusters and HBO originals on TV and Astro GO, which is complimentary to all our Movie Pack customers and available for purchase to other Astro customers. We collaborated with Telkomsel, Indonesia's biggest telco, to deliver our originals *Omar & Hana* and *Sepenggal Puisi* on the MAXstream app.

For more on strategic content partnerships, refer to Customer section on page 70

GEM PAK

No. 1
Malaysian digital entertainment brand

XUAN FUN视一下

No. 1
Malaysian Chinese digital entertainment brand

astro ulagam

No. 1
Malaysian Indian digital brand

Content

Konsert Hora Horey Live! Didi & Friends was a first-of-its-kind interactive concert

360° EXTENSION OF KIDS IPS

Kids IPs form a core pillar of our content offerings. We are excited with the success of *BoBoiBoy Movie 2,* our first animated movie in collaboration with leading local animator Animonsta, that became one of the highest grossing local films of all time.

SMK, our new comedy edutainment series, emerged as our best performing kids programme in FY20, achieving over 1.1 million TV viewership and 10 million digital views. *SMK* was inspired by our original digital video *10 Jenis Pelajar Sekolah* that was among the Top 3 trending videos on YouTube Malaysia in 2019. *SMK*'s digital interactive platform called 'Suara Murid Kita' serves as a community touchpoint, enabling students to share issues in school. These queries are addressed by our non-governmental organisation (NGO) partners, Science of Life Studies 24/7 (SOLS) and Malaysian Mental Health Association. These bite-sized videos are uploaded onto Astro Ceria's YouTube channel.

Leveraging the success of *Didi & Friends* with 2.5 million On Demand shows streamed, 1 billion digital views in FY20 and a 3.2 million fanbase, we held our first interactive ticketed live concert – *Konsert Hora Horey Live! Didi & Friends* in August 2019 to engage with thousands of fans on-ground. With 14 local and international licensing and distribution deals, including the USA and Canada, *Didi & Friends* was also named the Best Preschool Programme at the recent 24th Asian Television Awards in Manila. *Didi & Friends*' bite-sized content titled *Mengantuknya Mumia* went viral, recording 39 million digital views over three months and sparked a huge amount of user-generated content on YouTube and TikTok that was picked up by international media outlet CNN Indonesia.

Our faith-inspired animation *Omar & Hana* with a 2.9 million YouTube fanbase garnered a total of 600 million digital views and 747,700 total On Demand shows streamed in FY20. The preschool hit expanded beyond Malaysian shores through content localisation and collaborations with international Muslim influencers such as Indonesia's Oki Setiana Dewi and South Africa's Zain Bhikha, with 17 global licensing and distribution deals secured to date.

Our reality kids show, *Ceria Megastar Ministar*, unearthed new talents and garnered over 890,000 TV viewership. Leveraging the hype around Astro Xiao Tai Yang's (XTY) singalong *Tong Tong's Wonderland*, we extended the experience on-ground with 11 ticketed XTY Happy Castle Live Concert shows across Malaysia. We also produced the world's first Pinkfong live-action series titled *Hello Pinkfong* in collaboration with our partner SmartStudy, the creator of *Pinkfong* and *Baby Shark*.

HOME OF SPORTS

We provided comprehensive coverage of local and international sporting events, including the Premier League, the 2019 Rugby World Cup, UEFA Champions League, NBA, 2019 Sepak Takraw League ("STL") and the Malaysia Premier Futsal League. The most watched sports event of the year was the World Cup football qualifier between Malaysia and Indonesia in November 2019 that drew a TV viewership of 2.3 million and 3.6 million digital views.

In FY20, we continued to bring live coverage of all Premier League matches to Malaysians with the 2019/20 season of Premier League, fuelling viewership on Astro GO and achieving 33 million digital views. Our exclusive weekly match highlights, player compilations and goals of the week featuring legendary pundits Nemanja Vidic, Jaap Stam and Louis Saha also made headlines in numerous international publications and trended on social media.

Back home, 2019 was a breakthrough year for STL with Astro spearheading the expansion of Sepak Takraw sports regionally, featuring international teams from China, Indonesia, Singapore and South Korea for the first time in the STL Champions Cup 2019. With 310,000 TV viewership and 1.3 million digital views via Stadium Astro, STL was marketed as a ticketed event for the first-time ever with media rights distributed beyond Malaysia to Singapore via Starhub as well as Indonesia via UseeTV and TVRI, raising the sport's profile.

STRENGTHENING OUR REGIONAL LEADERSHIP IN ESPORTS

With presence in eight Asian countries, including Australia, Indonesia and the Philippines, our dedicated eSports channel eGG Network continued to excite fans across the region. In June 2019, we hosted our first full scale international eSports tournament overseas – *Mobile Legends: Bang Bang Southeast Asia Cup* in Manila. The tournament was produced in eight different languages and streamed live on Facebook Gaming with over 23 million digital views globally. The *Mobile Legends: Bang Bang Professional League MY/SG Season 4* achieved 8 million digital views throughout the season.

Stadium Astro hosted exclusive live coverage featuring legendary pundits and prominent players in the Premier League

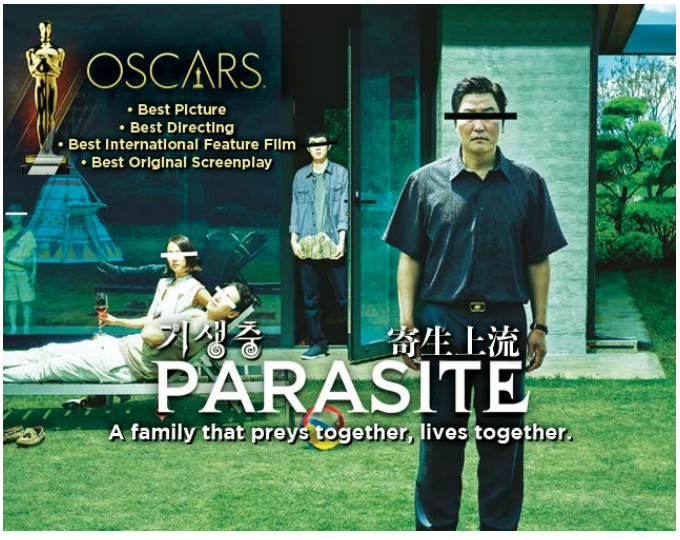
Content

Fans are able to stream all seasons of Game of Thrones exclusively On Demand

ACCELERATING ON DEMAND USAGE

We continued to grow our On Demand library with over 51,000 titles available, up 29% year-on-year. We achieved new highs with 74 million shows streamed, marking a significant 37% increase. Notably, the average weekly viewing on Astro GO is 169 minutes, up by 13%. This is attributable to an opportunistic content strategy, whereby curation is built around topical events such as Merdeka and Malaysia Day, festive seasons and The Oscars.

Our Day/Date titles increased by 53% to 347 in FY20, with these also being made available via On Demand, including *The Man Who Kills Trouble*, *Chernobyl* and *Game of Thrones*. We released our Nusantara premium series *Sembilan* as the first Astro GO Exclusive and fortified our On Demand content slate with an array of short-form videos featuring key interviews and event highlights.



Winner of four OSCARS® at The 92nd Annual ACADEMY AWARDS®, including Best Picture, Parasite is available On Demand

Inspiring our community

Making learning accessible for kids

We encourage learning via our interactive educational brand, Astro Tutor TV. With three complimentary channels on Astro and NJOI, Tutor TV's content is refreshed to reflect the Malaysian school syllabus. Students sitting for their national school examinations have access to model examination questions, tips and revision notes. In collaboration with the Ministry of Education (KPM), we have launched the initiative to broadcast educational programmes of TV Pendidikan on Astro Tutor TV to provide access to learning materials through an alternative platform for the students without access to the internet. Meanwhile, our Tutor TV YouTube channel enables students to be part of a virtual peer learning group, engaging over 3.6 million unique viewers for UPSR, 1.6 million for PT3 and 1.8 million for SPM.

Showcasing local sports

We champion local sports through Astro Arena, our dedicated 24-hour local sports channel made available on TV, On Demand, Astro GO and online via Stadium Astro. As the official broadcaster of the 2019 Sepak Takraw League, we export content regionally to Singapore and Indonesia, sparking interest in this native Southeast Asian sport among the young.

Unearthing local creative talents

- We launched our writers' room this year to develop quality original scripts, which also provides an avenue for young talents to nurture their skills, culminating in the scripting and production of our blockbuster movie *Pusaka* and drama series *Sweet Dreams*.
- Our platforms provide a springboard to launch local talents. Serene Lim, the winner of *Miss ASTRO Chinese International Pageant (MACIP) 2016*, went on to star in our films *The Garden of Evening Mists* and *Think Big Big*, while Lee Ivy garnered international acclaim after winning Taiwan's *Jungle Voice 2019*.
- Leveraging the rising number of professional e-gamers in Malaysia, our dedicated eSports channel eGG Network has unearthed 283 eSports gamers to be future talents on both TV and digital.

Produced by Astro Arena, the Sepak Takraw League was live streamed on Astro GO and the Stadium Astro website

Improving customer interactions and rewarding loyalty

Customer

Entertaining Malaysians on all screens and devices

Astro's multiplatform reach of Malaysian homes and individuals remain unparalleled. We are present in 5.7 million households, or 75% of Malaysian homes, serving the 24 million individuals residing therein and millions more beyond. To be the Entertainment Destination for Malaysians, we are deepening home engagement through our Pay-TV, NJOI and broadband services while simultaneously broadening our reach to individuals via our streaming services, digital brands, radio and commerce offerings. Our ability to persuade, inform and market to our diversified customer base across all platforms consolidates reach for business partners and advertisers. Especially promising is the potential to deepen individual engagement through personalisation of services backed by our emerging capabilities in data.

Our Reach

Households	Individuals
FY20	FY20
5.7m	24m

HOUSEHOLDS

Strengthening Pay-TV

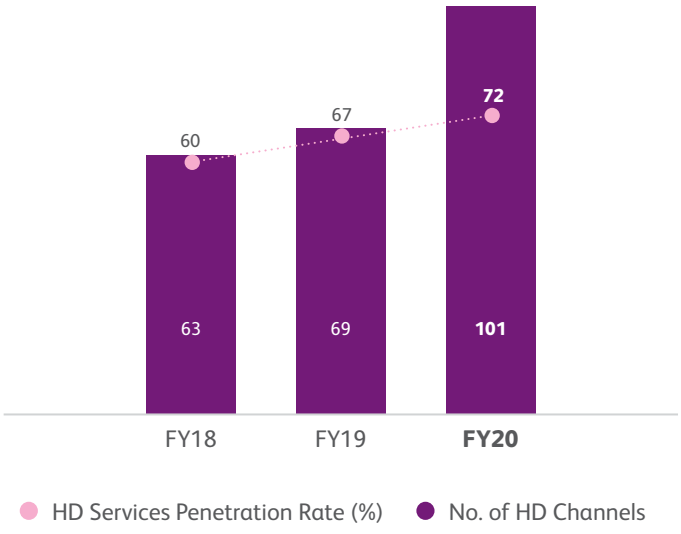
We are strengthening our Pay-TV business through the four Rs – Reinvigorating customer experience, Refreshing content, Resetting customer service and Rewarding our customers. With 76% share of TV viewership, 51,000 titles in our On Demand library and an average daily viewing time of over four hours across all devices, we draw customers with our strong content proposition via TV, On Demand and Astro GO.

ARPU improved to RM100.0 in FY20, underpinned by an extensive suite of product offerings including content-broadband bundles, multiroom and HD services supported by a strong slate of content. HD penetration grew by five percentage points to 72% as we upgraded all Sports, Movies, Learning and Kids channels to HD and expanded to over 100 HD as well as three 4K UHD channels across all genres.

Customer

"The launch of Ultra Box, our next-generation connected STB, looks set to further accelerate On Demand consumption"

NO. OF HD CHANNELS AND HD SERVICES PENETRATION RATE



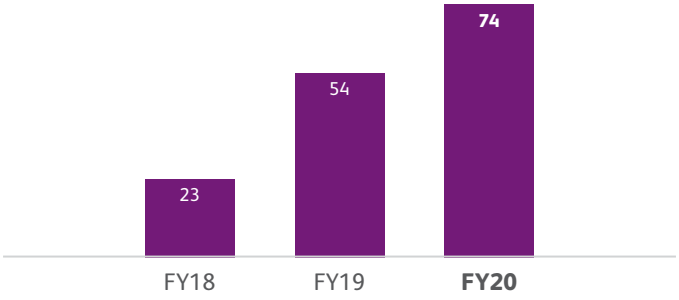
Several pop-up channels were introduced in FY20, allowing customers to enjoy a selection of focused content on TV and Astro GO. Lucky 338 channel was made available during Chinese New Year, offering over 60 classic titles. In conjunction with the National Day and Malaysia Day celebrations in 2019, we launched Malaysiaku, a complimentary HD channel to all customers, offering 40 homegrown films and premium documentaries that celebrate Malaysia, its diversity and multicultural society, reaching 6.9 million viewers. In addition, our K-Mania pop-up channel, which offered the best of K-pop entertainment from drama series to variety shows and concerts featuring the most popular K-pop groups, including BTS, attracted over 1.9 million viewers in only two weeks.

Our connected STBs – Wi-Fi enabled boxes built-in with recording functionality – are in more than 1 million households, serving customers a rich selection of 51,000 On Demand titles. Our On Demand proposition is gaining popularity, with On Demand shows streamed up 37% to 74 million. The launch of Ultra Box, our next-generation connected STB, looks set to further accelerate On Demand consumption.

For more on Astro's Ultra Box, refer to Experience & Technology section on page 77

On Demand consumption grew by 37% with 74 million shows streamed

ON DEMAND SHOWS STREAMED (m)



Our freemium service NJOI continues to expand reach across the remaining untapped Malaysian households. NJOI customers are provided free access to 29 TV channels and 20 radio channels and can purchase additional premium content on a prepaid basis. NJOI saw an increase in take-up, coinciding with Malaysia's analogue switch off (ASO). NJOI's growing customer base reinforces our appeal to advertisers while expanding the potential market for our commerce arm, Go Shop.

In FY20, we simplified NJOI's path-to-purchase and increased our prepaid channels and packages from 39 to 46. We introduced WhatsApp as a means of top-up and payment for customers and expanded beyond our existing 30,000 physical touchpoints to include e-wallets and e-commerce apps such as Boost and Shopee.

Prepaid buys moderated by 15% to RM47 million on the back of softer consumer sentiment. However, we are encouraged by the increase in NJOI take-up post-ASO and believe the easing of path-to-purchase and expansion of the prepaid menu bodes well for future prepaid activation.

CONNECTIVITY WITH BROADBAND BUNDLES

Leveraging our strong household penetration, we introduced attractive content-broadband bundles in early 2019 to meet the connectivity needs of the modern household. Through partnerships inked with Maxis and Allo Technologies (a subsidiary of national utility company Tenaga Nasional Berhad), we now offer customers high-speed fibre connectivity ranging from 30Mbps to 800Mbps, bundled with the best of Astro entertainment through DTH. On IPTV, we collaborate with Maxis and TIMEdotCom to provide speeds of between 10Mbps to 800Mbps. We continue to pursue tie-ups with local ISPs and evaluate business models in the broadband space.

Customers who topped up their NJOI prepaid enjoyed exclusive promotions

Customer

Astro AWANI interviewed the Yang di-Pertuan Agong in conjunction with His Majesty's coronation

INDIVIDUALS

Aggregating streaming services

Streaming services expand our customers' content choices and provide opportunities for bundling with existing content services for customers' convenience, eliminating the hassle for multiple separate subscriptions. At present, the three streaming services available comprise Astro GO, HBO GO and iQIYI.

Astro GO, our free companion Pay-TV app, provides customers with the flexibility to watch Astro anytime, anywhere. Having grown by 20% to 2.6 million registered users, Astro GO offers over 120 live-streamed channels and an On Demand library of over 51,000 titles. The new Astro GO experience now boasts functionalities similar to our newly-launched Ultra Box, boosting MAU by 24% to 1.2 million and average weekly viewing time by 16% to 173 minutes.

HBO GO provides over 4,000 hours of premium Hollywood content and is free to all Astro Movie Pack customers. HBO GO is also accessible by the remaining Astro base for an add-on monthly fee. Meanwhile, we became iQIYI's first international app partner with Astro taking the lead in marketing, advertising and customer acquisition in Malaysia. As a freemium app, Astro customers are entitled to two months' complimentary VIP access to iQIYI.

📖 *For more on Astro GO, HBO GO and iQIYI, refer to Experience & Technology section on pages 77 to 78*

Astro & Broadband allows customers to enjoy the best of content with high-speed broadband from as low as RM99 monthly

Growing digital brands

The 40% increase of digital MUV to 11.6 million across our slate of digital brands validates our strategy to serve differentiated consumer segments, leveraging our strong line-up of vernacular content IPs. Our top digital brands include Gempak, AWANI, SYOK, Xuan, Ulagam and Rojak Daily, catering to targeted segments with different interests including entertainment, news and Islamic lifestyle. Through our joint venture with Grup Majalah Karangkraf, digital brands such as Rasa, Mingguan Wanita, Remaja, Media Hiburan, Nona and Keluarga help deepen our connection with distinct segments of the Malay-speaking audience.

For more on Astro's digital brands, refer to Content section on pages 60 to 61

> ***Gempak, AWANI, SYOK, Xuan, Ulagam and Rojak Daily cater to targeted segments with different interests including entertainment, news and Islamic lifestyle***

Customer

> *We maintained our strong foothold with our 11 radio brands, once again emerging as Malaysia's No. 1 radio operator across all major languages*

Xuan is Malaysia's No. 1 local Chinese digital entertainment brand

Leveraging record listenership

Astro Radio's audiences span beyond terrestrial radio to encompass digital platforms and on-ground events. We maintained our strong foothold with our 11 radio brands, once again emerging as Malaysia's No. 1 radio operator across all major languages. In FY20, we registered our highest weekly terrestrial listenership yet of 16.9 million alongside 3.0 million digital users who stream us online.

ERA, Malaysia's No. 1 Malay-language radio brand, recorded weekly listenership of 7 million while HITZ maintained its position as Malaysia's No. 1 English-language brand with 3.3 million weekly audience. Chinese- and Tamil-speaking radio listeners continued to favour MY and RAAGA, with these stations registering 2.5 million and 1.5 million weekly listeners respectively.

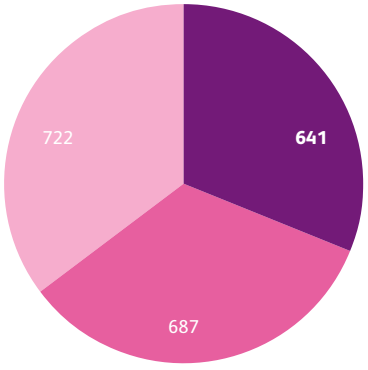
In 2019, we introduced SYOK, aggregating our radio brands into a single app to drive deeper engagement with individuals. The lifestyle and entertainment app offers Malaysians a diverse multilingual library comprising original podcasts, videos and live on-air feed, benefitting consumers and advertisers alike. SYOK is steadily gaining traction with over 270,000 MAU and a high engagement of 168 minutes spent weekly on the app.

ERA, HITZ, MY and RAAGA are the No. 1 radio brands in their respective language

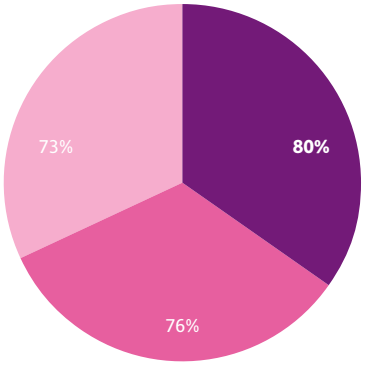
Increasing advertising share

Astro's multiplatform media reach is strengthened by our capabilities across content production, commerce, talent, on-ground events and growing ability for audience targeting. The decline in the Malaysian consumer sentiment index by 15 percentage points to 82 impacted the performance of the overall advertising market in Malaysia. However, Astro remained resilient, achieving RM641 million in advertising revenue while TV adex, radex and digidex share stood at 43%, 80% and 4% respectively.

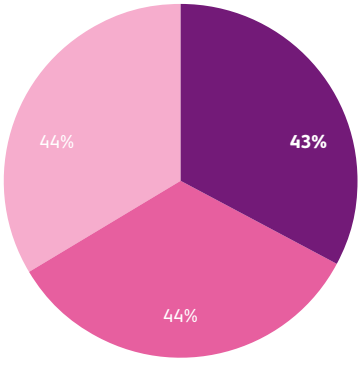
TOTAL ADEX REVENUE (RM m)



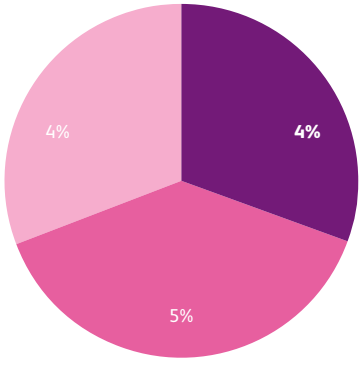
RADEX SHARE



TV ADEX SHARE



DIGIDEX SHARE



2018 2019 2020

In FY20, we streamlined our media sales teams under one roof to position Astro as an audience-first advertising solutions provider, providing customers with a suite of advertising solutions across TV, radio and digital. Recognising SMEs as a significant driver of the economy, we introduced targeted advertising solutions for SMEs, helping them leverage our reach in a cost effective manner.

Customer

Go Shop featured lifestyle-centric programmes such as sharing of local recipes by celebrity chefs to drive customer engagement

Winning home shoppers

Having celebrated its fifth anniversary in November 2019, our commerce arm Go Shop ended FY20 with a 25% growth in customer base to 2.2 million and revenue of RM368 million, marginally lower by 2% on the back of a softer consumer market. Retaining its position as Malaysia's leading home shopping platform, Go Shop drove greater engagement and relevance to customers through lifestyle-centric programmes, including sharing of local recipes by celebrity chefs via *Chef Wan The Shopping King* and *Citarasa Malaysia* hosted by Fazley Yakkob and Florence Tan. Product portfolio was also expanded with over 22,000 SKUs available for purchase, up 27% year-on-year.

Complementing its three dedicated 24/7 home shopping channels in Malay and Mandarin, Go Shop caters to diverse customer segments with hourly slots across high reach channels in English, Tamil, Cantonese and Hokkien. A unique channel was also recently introduced on FTA TV, extending reach to all Malaysians.

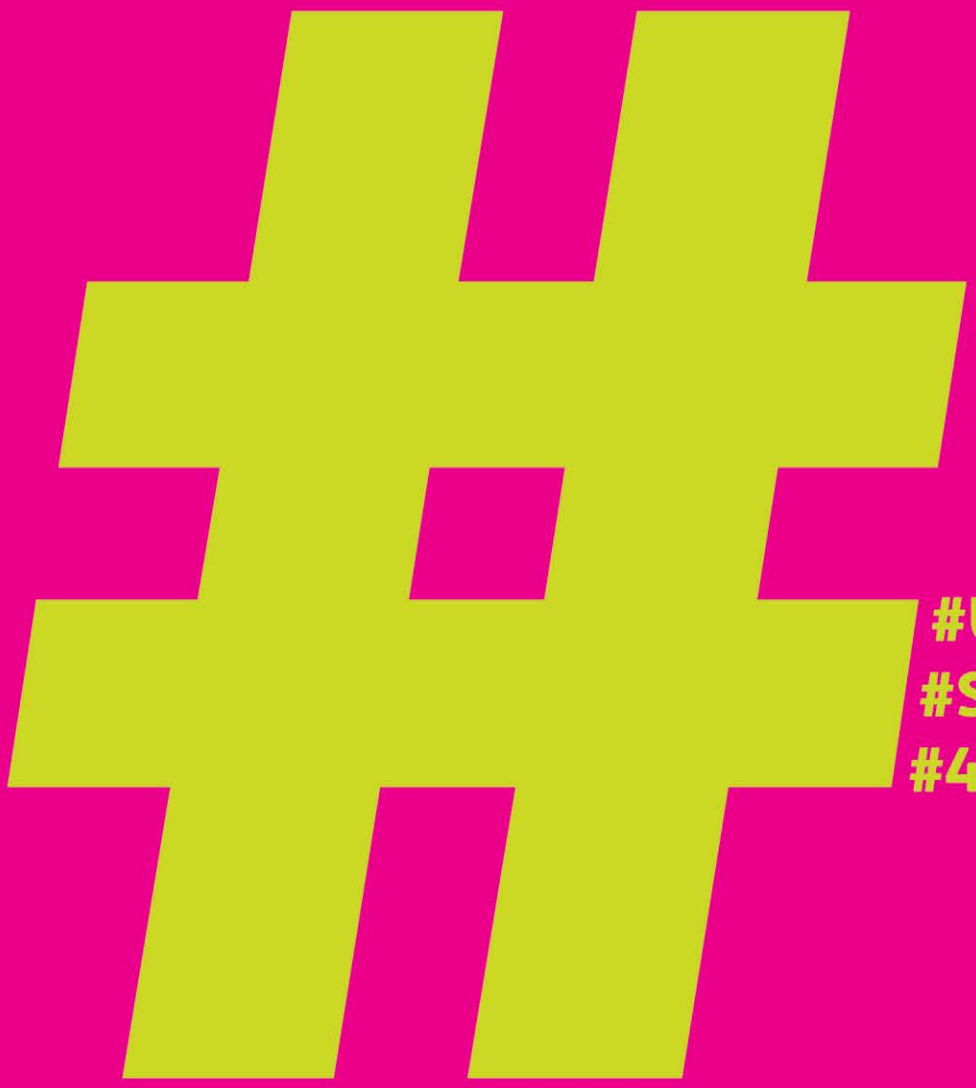
Online, Go Shop prioritises the use of social media including Facebook, Instagram and Twitter to access younger consumers. Go Shop's website interface and mobile app were revamped in FY20 to support both live and recorded video streaming, enabling customers to catch up on their favourite shows and increasing our digital MAU to over 1 million as at the end of FY20. Electronic-cash on delivery (e-COD) payment option was also made available for customers preferring to utilise an e-wallet for payment of goods upon delivery.

Reaching out to our community

We continue to amplify our reach to deserving communities through our e-Kasih programme and Pakej Komuniti NJOI, an initiative launched in 2011. As part of these programmes, eligible recipients receive complimentary installations of NJOI service in their homes or premises. We are pleased to have rolled out a total of 39,000 STB units to these recipients to date, providing access to a bouquet of free learning, news and general entertainment channels.

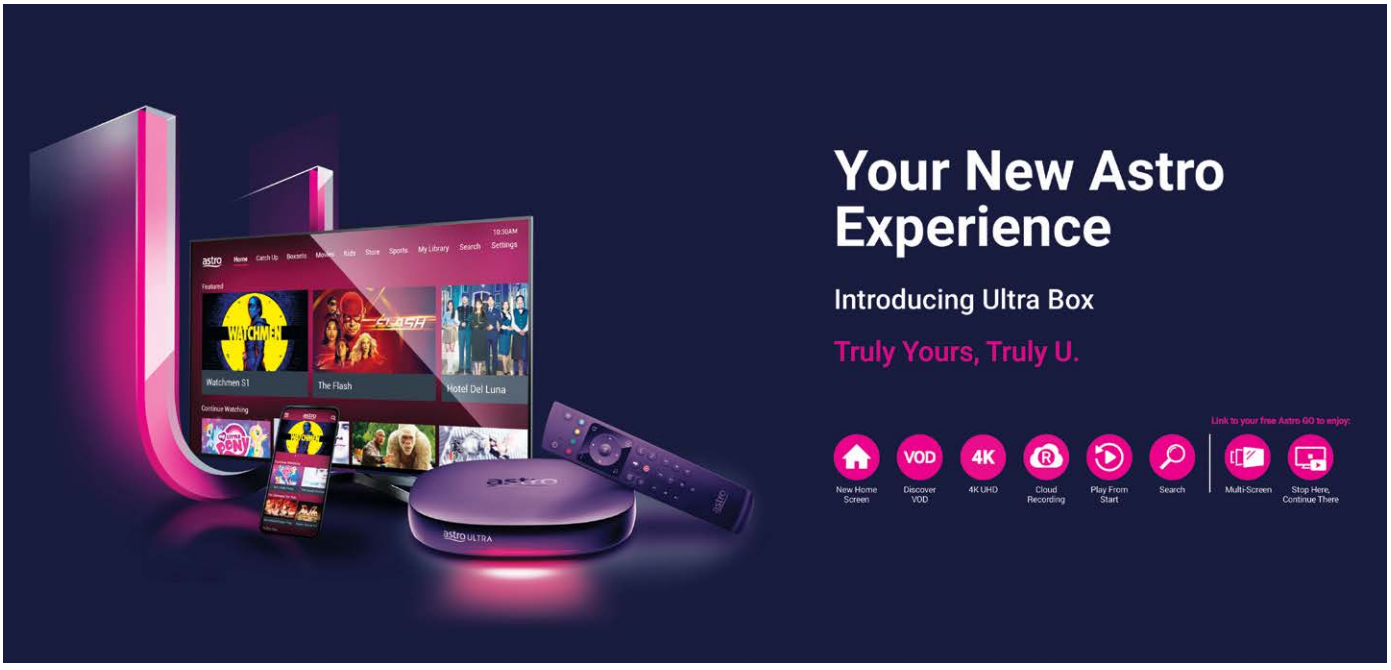
Complimentary STBs given out to families at Pulau Bum Bum under e-Kasih programme

Leveraging technology to redefine our customer experience



#UltraBox
#Streaming
#4KUHD

Experience & Technology



Redefining home entertainment with the Ultra Box

We leverage technology and data to provide customers with the best of home and personal entertainment experience, from content to customer care and convenience. Data, especially, is a critical corporate asset allowing for enhanced business intelligence as we journey towards being a truly customer-centric organisation. Analytics and insights gathered across various customer touchpoints enable us to unlock new propositions reinforcing our product and service offerings to create a positive feedback loop. We accelerated investments into customer experience and data analytics, with teams being strengthened by the addition of key specialised talents.

Redefining viewing experience

The launch of Ultra Box, our next generation STB featuring 4K UHD, in November 2019 marked a major milestone in redefining entertainment experience for customers. Boasting five times the operating capability of our previous STB, the Ultra Box is powered by the Infinite Video Platform (IVP), harnessing the technology of a hybrid system by utilising both satellite and internet. For the first time in Malaysia, viewers are now able to watch major live shows and movies, including the Premier League, in 4K UHD, which is four times sharper and clearer than HD.

The Ultra Box features a new home screen that prioritises On Demand and linear channels with personalised recommendations, fuelled by an enhanced search engine for better content discovery. It comes equipped with the ability to Play From Start any TV program at the viewer's convenience. Meanwhile, Cloud Recording enables our customers to record multiple shows simultaneously to watch on TV and Astro GO across smart devices while on the move.

> ***"Boasting five times the operating capability of our previous STB, the Ultra Box is powered by the Infinite Video Platform, harnessing the technology of a hybrid system by utilising both satellite and internet"***

The new user interface for both the Ultra Box and Astro GO provides a consistent look and feel across these products. Customers' personalised entitlements are displayed in a rail format on the home screen while a standalone 'store' tab displays purchasable content such as Astro First and Astro Best titles. Paired with the Stop Here, Continue There feature, users can pause any content on one device and continue watching on another, encapsulating a truly multiscreen experience.

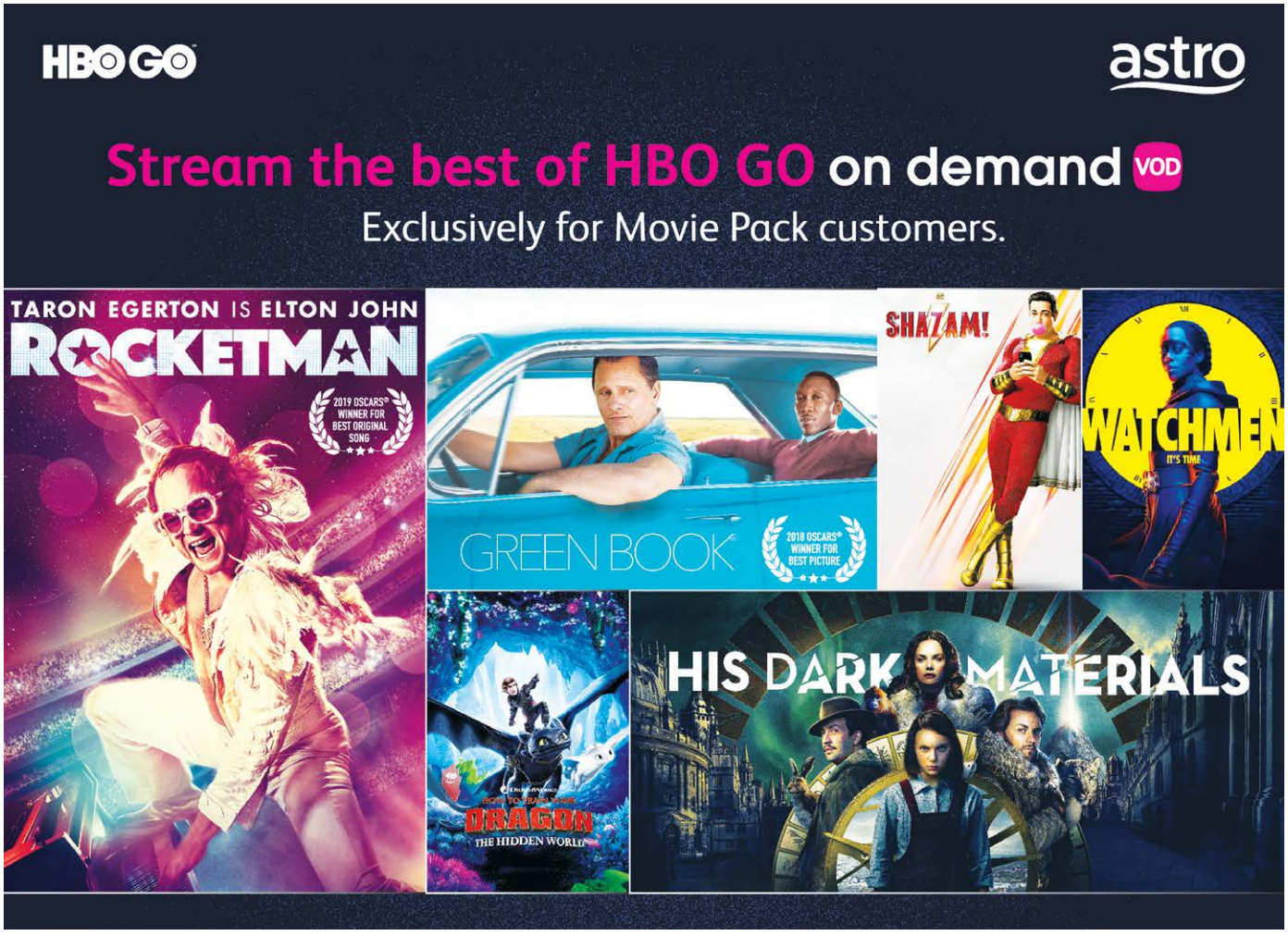
Experience & Technology

Driving digital viewing

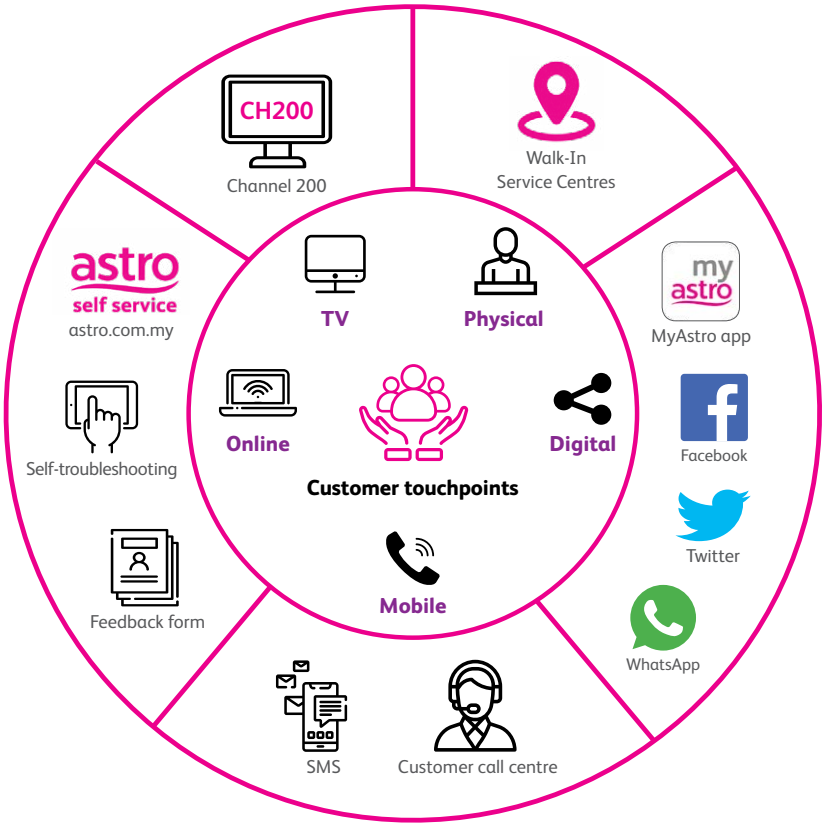
Technology facilitates not only a wider reach of audiences but also stronger engagement. Having migrated our streaming service Astro GO to the IVP, it now boasts an interface and features identical to the Ultra Box, with this uniformity facilitating seamless viewing across multiple devices.

In FY20, we expanded our streaming service options beyond Astro GO to include HBO GO and iQIYI. With the launch of HBO GO in April 2019, customers gained access to more than 4,000 hours of HBO's latest premium content offerings and originals. iQIYI was launched in November 2019, offering Chinese content on a freemium basis to Malaysians. iQIYI's advanced interface and seamless app experience appeal to millennials, with English subtitling making the content accessible to everyone. Astro customers enjoy an extended two-month trial access to the VIP tier that features HD quality content and advanced viewing of the latest originals.

For more on streaming services, refer to Customer section on page 70



Astro customers gained access to more than 4,000 hours of HBO's latest premium content



Our various customer touchpoints ensure a seamless and hassle-free customer journey

Reinventing advertising solutions

In advertising, data allows for better audience targeting and tracking. Driven by deeper data insights, we are customising conversion tracking solutions to increasingly allow advertisers to monitor the effectiveness of their advertisements across Astro platforms. This not only helps advertisers to better allocate advertising spend between platforms but also deepens our capabilities for targeted marketing.

Mirroring radio's geographical advertising capabilities, we leveraged technology to pioneer localised advertising on TV in Malaysia to better serve SMEs and local businesses. With this ability to serve local advertisements specifically to a particular state or combination of states in the country, advertisers reap higher returns as we help them reach their target markets at competitive rates.

We are also looking to introduce addressable TV advertising across homes in the medium-term. This proposition will allow us to simultaneously serve distinct targeted advertisements to different households watching the same content and will feature as a premium offering to advertisers.

Prioritising customer service

We developed and refined data models to sharpen business intelligence for better churn prediction and management as well as closed-loop reporting across content, operations, sales and customer experience. Our strong database offers insights into customer behaviors, product performance and service measurement while providing an avenue for artificial intelligence to grow across platforms.

Our expanded e-contact centre focuses on social media interactions and self-troubleshooting. We also enhanced our call recognition system and simplified our Interactive Voice Response (IVR), resulting in quicker customer response and resolution time, and increased efficiency.

Repeat customer calls and technical visits are routinely monitored to identify retraining opportunities for our call and field agents to facilitate the troubleshooting process. As a result, our first-call resolution rate improved by 12 percentage points to over 85%.

Experience & Technology

Customers are also able to connect with us via multiple self-serve touchpoints, including Channel 200 on TV, MyAstro app, our website and WhatsApp. Digital self-serve platforms emerged as our customers' favourite channel for billing matters, payments, Pay-Per-View purchases, broadband sign-ups and service requests. Plans are underway to complement our digital touchpoints to include live agent assistance, enabling frictionless end-to-end support for issues requiring human intervention.

We recently introduced a simplified bill with detailed breakdown of charges for better clarity and added QR codes onto the bill to ease our customers' bill payment process, leading to a reduction in billing and payment enquiries and freeing up our live agents to assist in solving more complex customer enquiries.

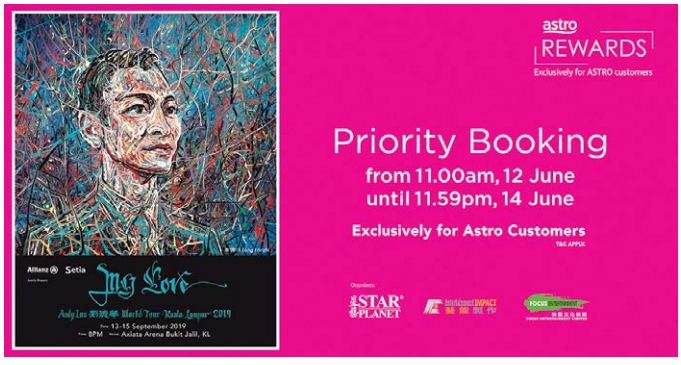
Rewarding customers

To reward our loyal customers, we offer exclusive perks and privileges, including a wide range of special offers and discounts for lifestyle, education, health and travel, and priority purchase for popular concert tickets.

In FY20, Astro customers enjoyed exclusive discounts for concert tickets and event passes, including My Love Andy Lau World Tour 2019, Wang Leehom's The Only Music Concert and our very own *Konsert Hora Horey Live! Didi & Friends*, as well as special rates to the Marvel Studios: Ten Years of Heroes exhibition, entertaining kids and adults alike. We also partnered with AirAsia to offer exclusive travel deals during the 2019 Hari Raya season.

Our customers were rewarded with exclusive meet-and-greet opportunities with local and international artistes such as K-drama star Sung Hoon and many of Malaysia's top celebrities during *Konsert & Karnival Throwbaek 2019*. Inspired by our popular *Classic Golden Melody* IP, our 'Golden Club' engages with the silver-haired community through special engagement events with local artistes and yearlong activities. Participation in our latest game show *The A Game* is exclusive to all Astro customers, with prize money of up to RM1 million to be won. We leveraged our 360° engagement capabilities and expanded the game show to home participants.

Harnessing our extensive reach to Malaysians, we will continue to establish win-win partnerships with like-minded partners to extend these money-can't-buy experiences to our customers.



Our Pay-TV customers enjoy exclusive privileges via Astro Rewards

Championing digital education

We are committed to championing digital skills and launched our new Astro Ceria IP, *Dekoded*, comprising a series of short episodes which introduce digital education to children aged between seven to 12. *Dekoded* covers simple theories, 'How-to' tutorials and inspirational stories from the early adopters of digital education. We are also partnering with Pusat STEM Negara under the Ministry of Education (KPM) to promote their digital learning platforms by offering free access to online tools such as Google Classroom and Microsoft's learning apps to public school students nationwide.

Digital learning forms a cornerstone in the development and holistic growth of the young. In conjunction with the year-end school holidays, we organised coding boot camps jointly with CIY. Club for children aged between seven and 15 to introduce the fundamentals of coding, 3D design and printing as well as game design. With an exclusive 50% discount offered to Astro customers, the programme was conducted nationwide and attracted over 500 participants.

Dekoded introduces digital education to children through a series of short episodes

Te@m Astro

Embracing diversity, inclusivity and accountability

Talent

Team Astro comprises talents from diverse backgrounds, embracing our belief in diversity and inclusivity

> ***We practise an equal opportunity policy without discrimination based on race, religion, gender, age or disability***

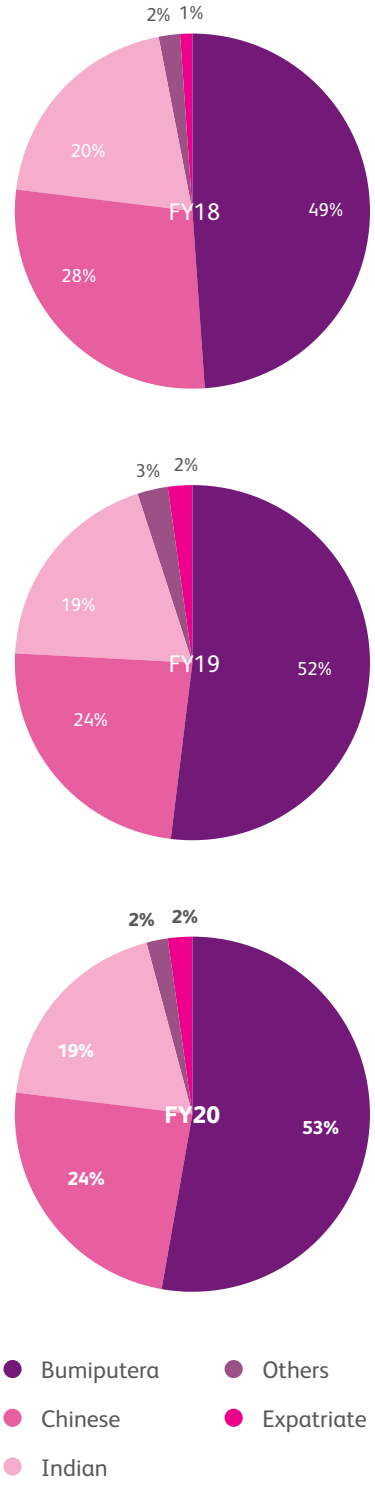
A DIVERSE TEAM ASTRO

We cultivate inclusivity to foster a collaborative, creative and flexible working environment. We hold ourselves accountable to deliver the best products and services for our customers, pursuing innovative solutions in an evolving digital economy. Astro is committed to recruiting, training and retaining talents across diverse backgrounds, both fresh graduates and experienced professionals alike.

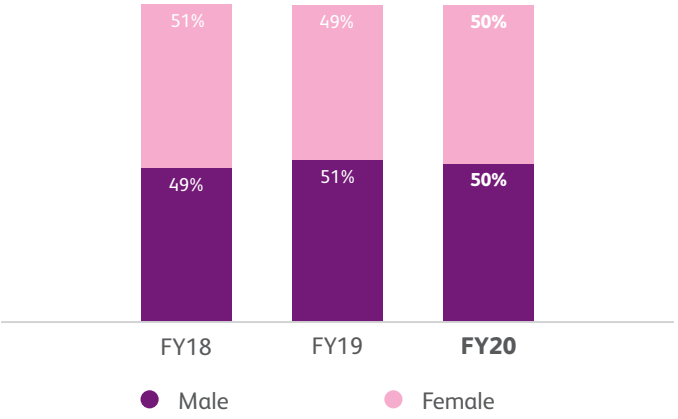
We practise an equal opportunity policy without discrimination based on race, religion, gender, age or disability. Of our 4,758 employees, 50% are women. Notably, 42% of our senior management are women. 98% of our talents are Malaysian with an ethnic composition reflective of our nation's demographic makeup, granting us a deeper understanding of our customers' varied needs. Team Astro is relatively young, with an average age of 34, and 82% of our workforce are aged 40 and below. 84% of our team are permanent hires, with the remaining being contract-based. The turnover rate of our permanent employees has improved by 0.5 percentage points to 12% in FY20.

Talent

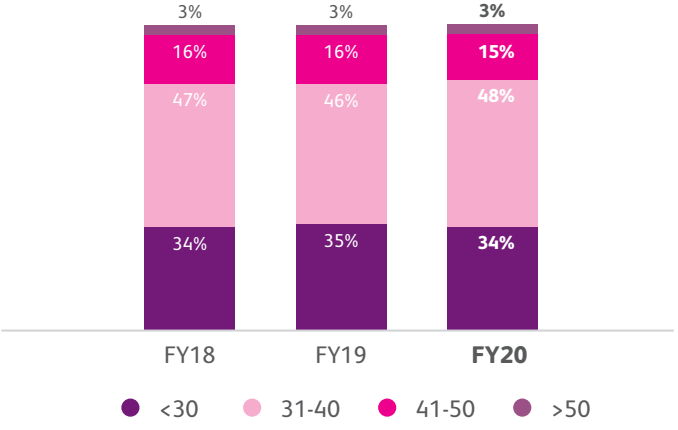
ETHNIC COMPOSITION



GENDER COMPOSITION



AGE COMPOSITION



Our talents, both on- and off-screen, are offered learning and development opportunities, helping to build a dynamic and agile Team Astro that is prepared for disruption and constant change. Our comprehensive employee benefits and staff welfare programmes have also been key in enabling us to attract and retain a sustainable talent pipeline.

> ***Our Human Capital has cumulatively invested over RM40 million across young talent programmes, benefitting more than 500 young leaders to date***

A SUSTAINABLE TALENT PIPELINE

Nurturing industry talent

Our talent management arm, Rocketfuel Entertainment, serves as a launchpad for emerging artistes. With a roster of 422 on-screen talents, comprising social media influencers, musicians, digital content creators and eSports gamers, Rocketfuel supplies marketers with one-stop creative solutions alongside talents with the right brand fit and relevance in their respective target markets.

Leveraging the growth of eSports among millennials, Rocketfuel now manages 283 eSports talents who create content for Astro's very own eSports channel, the eGG Network, and other social media channels. We also provide online content through the Facebook Gaming Creators programme that enables us to upscale monetisation. Rocketfuel also focuses on regional outreach through the development of spin-off *16 Baris* digital IPs, including *16 Bars Australia* and *16 Bars Thailand*, both of which gained traction with over 6 million views on YouTube.

With over 77 million social media followers, Rocketfuel Entertainment has generated over 30 million music streams and digital downloads. On YouTube, we have 31 talent-driven digital IPs with over 2.7 million subscribers and a whopping 444 million digital views overall in FY20.

Developing corporate talent

Astro pays close attention to the personal growth and career progression of our corporate talents, investing in upskilling and reskilling initiatives to maintain a competent and proactive Team Astro. These initiatives include in-house training sessions and online courses, strengthening our talents' skill sets in crucial areas such as data analytics, digital marketing and software engineering. Our learning subscriptions with Workday, LinkedIn, Masterclass and Udemy unlocked multiple opportunities for our employees, whether through physical or virtual sessions. In total, our talents clocked 25,942 training hours in FY20, averaging about 5.5 hours per employee.

In October, we held 'People Month' in collaboration with 65 partners, including Maxis, RHB and Celebrity Fitness. Over 1,000 Astro talents benefitted from the 29 learning sessions carried out, covering various topics spanning wellness, safety, learning, career and work-life balance.

We recently embarked on a three-year programme in collaboration with General Assembly, a Singapore-based education and career transformation company, to enhance the digital skill set of our workforce. This programme equips Team Astro with the basics of data science, digital skills and logical thinking, specifically tailored to the needs of the individual.

We also provide internal transfer opportunities for high-performing employees to hone their potential, thus keeping talents with the right cultural fit motivated and engaged to deliver effective business outcomes.

Investing in young talent

To ensure a sustainable talent pipeline for Team Astro, we continue to invest in the Malaysian youth through an array of programmes. Our Human Capital team has established an eclectic programme line-up for students of diverse talents and capabilities, providing both undergraduates and graduates with rewarding learning experiences in business, technology and broadcasting.

As of FY20, we have cumulatively invested over RM40 million across all our programmes, benefitting more than 500 young leaders in Malaysia to date. Our focus is increasingly STEM-related, and in FY20 we championed an educational venture centred around artificial intelligence ("AI") in collaboration with the Malaysia Digital Economy Corporation ("MDEC") and local universities.

Talent

OUR YOUNG TALENT PROGRAMMES

MYINDUSTRY AI Scholarship Programme	We are among seven Malaysian companies to pilot the AI-focused Master of Research (MRes) under the all-new MYINDUSTRY AI Scholarship programme that is jointly funded by the industry, MDEC and selected universities. Four outstanding scholars were selected as Astro's first cohort and are undergoing a full-time course of up to 18 months.
Astro Scholarship Awards	Established in 2005, we have since invested RM34 million to fund the tertiary education of 83 students in top universities all over the world. We currently have nine students specialising in areas such as law, data science and economics.
Astro Graduate Programme	Fresh graduates are rotated through business or technology streams over 18 months. In FY20, 16 associates completed the programme and were recruited into Astro's core teams, including content, data and software engineering. There are currently 27 exceptional talents enrolled in the programme, including 12 new associates.
Leadership Exploration and Development Programme (LEAD)	In collaboration with the United Kingdom & Eire Council of Malaysian Students (UKEC), we co-hosted the LEAD programme in Edinburgh, Scotland in January 2020. For the second year running, we held an immersive three-day camp on digital leadership for Malaysian tertiary students based in the UK, exposing them to current industry-related issues. 62 undergraduates participated in the recent LEAD event, including five Astro scholars who are currently studying in the UK.
Astro Internship Programme	We provide industrial experience to interns in both creative and operational environments, such as content, technology and finance. In FY20 alone, over 103 students from local and foreign universities were offered placements under this programme with outstanding interns being earmarked as potential hires upon their graduation.
Astro Broadcasting Traineeship Programme	Tailored for aspiring young talents in broadcasting, this programme hones their skills through 1,500 hours of simulation and in-field assignments with top industry trainers. A total of 152 individuals have successfully completed the programme so far, with a further 91 currently in training. We have invested RM6.5 million in this programme to date.
Astro Champs Awards	For the ninth consecutive year, we recognised our employees' children's academic excellence in school and pre-university examinations. 17 awards were given this year to three UPSR students, 10 PT3 students, three SPM students and one A-Level student.

FROM LEFT TO RIGHT

Haniff
Radio Announcer/Social Influencer

Suresh
Radio Announcer/Social Influencer

Nicole Lai
Actress/Singer/Social Influencer

Ernie Zakri
Singer

Hael Husaini
Singer

Zizan Razak
Actor/Singer/Social Influencer

Lisa Surihani
Actress/Social Influencer/Humanitarian

Soloz
eSports Personality

Ara Johari
Singer

Adam Carruthers
Astro Supersport Host

Talent

We partnered with UKEC to host the LEAD programme, a leadership camp held for Malaysian tertiary students in the UK

"Our flexible perks are tailored to suit employees' varied needs in areas such as lifestyle, leave incentives, health and wellness, technology, education, travel and transport"

COMPREHENSIVE EMPLOYEE BENEFITS

Our employee benefits have been designed to support our talents' needs and are periodically reviewed to ensure that they remain current and relevant. Through our proprietary myChoice@Astro portal, we offer talents an array of core and flexible benefits for them to choose from.

Our core benefits include medical insurance, life and personal accident coverage. Supplementing these is a bouquet of flexible perks that can be tailored to suit employees' varied needs in areas such as lifestyle, leave incentives, health and wellness, technology and education as well as travel and transport.

To promote workplace wellbeing, we refreshed our holistic wellness programme called 'Live Well', which was established in 2018. Under this initiative, employees are provided with on-site physiotherapy sessions, wellness massages and free round-the-clock mental health support services through our collaboration with The Mind. Astro employees also benefit from monthly meal allowances, complimentary parking and subsidised Pay-TV subscriptions at home.

Ensuring equality and staff welfare

Remuneration packages are periodically reviewed and benchmarked to ensure alignment with current market standards and trends. Our remuneration review process contributes to reducing inequality among employees performing similar tasks at the workplace, enabling us to justify base pay increments for eligible employees as we work towards closing pay gaps across our workforce.

We also provide adequate channels for our employees to report any undesirable incidents, such as harassment and bullying, through our Corporate Assurance ("CA") team, Human Capital and respective line managers. Such cases are handled in line with clearly defined standard procedures, and managers are trained to supervise and escalate any untoward incidents that may put our talents at risk.

Employee engagements are carried out consistently through multiple channels. We encourage all talents at Astro to take ownership of their welfare and realign themselves on business matters through focus groups, departmental townhalls and team engagements.

Two employee engagement surveys were conducted in March and November 2019 for talents to voice honest feedback about their Astro experience. Actionable feedback was gathered, allowing for areas of improvement to be identified and addressed. The positive impact was apparent as engagement scores improved by three percentage points to 71% within eight months. Leaders also underwent cultural transformation workshops, focusing on systems, people and behaviour to collectively build a better work environment for Team Astro.

AWARD-WINNING HUMAN CAPITAL

Astro remains the go-to destination for top graduates in Malaysia. At Malaysia's 100 Leading Graduate Employers Awards in 2019, we emerged 15th overall and won the Most Popular Graduate Employer in the Broadcasting and Media Sector for the eighth consecutive time. Astro was also ranked No. 1 in the Arts and Media Industry and among the Top 10 overall in the Graduan Brand Awards in 2019. We were voted by young Malaysians as the Most Attractive Employer Brand in Media, Journalism and Broadcasting at the Graduates' Choice Awards.

Astro was named Malaysia's 100 Leading Graduate Employers' Most Popular Graduate Employer in the Broadcasting & Media category

Investing in our talents

Our key talent investment and management practices are guided by the UN SDGs, raising the quality and standards of our Human Capital.

Through our learning and development arrangements, we provide reskilling and upskilling opportunities for our talents, creating a consistently dynamic and progressive cohort that is adaptable to the digital economy.

To ensure a sustainable talent pipeline, we invest in deserving individuals and create opportunities through multiple initiatives, including access to on-site and off-site learning.

Our wellness programme provides our talents with the best of physical and mental care. Through partnerships with local fitness and wellness centres, we make these services available to Team Astro, nurturing a happier pool of talent at the workplace.

COMMUNITY & ENVIRONMENT

Engaging and empowering the community via sustainable initiatives

Community

Astro Kasih continues to create positive social change through its community empowerment programmes

"Our Corporate Social Responsibility is guided by the UN SDGs and our key pillars of lifelong learning, community development, sports and environment"

MAKING A DIFFERENCE IN OUR COMMUNITY

Astro continues to be a strong advocate for the betterment of our local community, identifying ways to drive holistic and sustainable positive impact guided by the UN SDGs and our key pillars of lifelong learning, community development, sports and environment. Our reach to 5.7 million homes nationwide places us in a unique position to enrich and inspire the local community through our Group, including our Foundation, Yayasan Astro Kasih.

LIFELONG LEARNING

Since 2008, Astro has consistently championed education among Malaysians, investing in educational content for the benefit of students across the nation. Through our long-term strategic collaboration with the Ministry of Education (KPM), we provide educational support through our Kampus Astro programme that is available in over 10,500 schools, teachers' activity centres and state education offices nationwide. Kampus Astro supplements educational needs by providing 17 complimentary learning channels to students, especially benefitting students residing in remote areas with limited access to learning materials. Kampus Astro also supports 76 paediatric and oncology wards, Schools in Hospitals and military hospitals, helping ailing students cushion their learning gap as they recover.

Community

Happy faces of children in new spectacles after having their eyesight tested

"We empower students residing in the remote interiors of East Malaysia by providing hostels to save time on their daily commute to schools"

COMMUNITY DEVELOPMENT

We empower and support students residing in the remote interiors of East Malaysia by providing hostel facilities within SK Magandai and SK Malinsau in Sabah and SK Sungai Paku in Sarawak. This saves them precious time on their daily school commute that can take up to days in bad weather, enabling them to focus on their studies instead. The estimated travelling time saved by students across all three hostels amounted to over 150,000 hours in 2019. Additionally, we organised exam revision workshops led by a team of qualified teachers to prepare all Standard Six students from these three schools for their UPSR examinations. This yielded positive results with students from all three schools achieving a 100% passing rate in Science in 2019. Overall passing rate for SK Magandai increased by 13% while SK Malinsau and SK Sg Paku were down by 22% and 10% respectively. We are working with the teachers and parents at these three schools to improve students' performance.

In FY20, we collaborated with the Association of Malaysian Optometrists to conduct free eye screenings for all students in these three schools. Students requiring vision assistance were provided with new spectacles, improving their quality of life. We also held donation drives to collect essential learning materials such as books, stationery and educational tools to equip schools with supplementary resources, aiding students in their learning.

SPORTS

Leveraging the power of sports as a unifying force in our community, we organised Astro Kem Badminton and continue to work closely with our partners – the Ministry of Education (KPM), the Ministry of Youth and Sports (KBS), the Badminton Association of Malaysia and the Nippon Badminton Association of Japan – to discover young athletes, uplift the standards and cultivate the love for badminton in this country.

Since the inception of Kem Badminton in 2012, over 16,000 boys and girls have participated in the grassroots development programme, and 210 badminton players have benefitted from advanced training in Japan. We are proud that around 70% of the students currently in the Malaysia junior national badminton team are Kem Badminton alumni, with the potential to bring glory to Malaysia on the international stage. Astro Kem Badminton won Gold in the Malaysian Public Relations 2019 Awards for efforts in helping raise the standards of badminton in the country.

Kem Badminton was held in six locations across Malaysia in 2019, attracting more than 2,000 participants ranging in age from 10 to 12. Under the tutelage of professionals and qualified coaches, 30 outstanding young badminton talents were selected to undergo a 10-day intensive training programme. This was conducted under the supervision of the Japan National Junior Team coaches at the National Training Centre of Japan, an initiative made possible by our extended partnership with the Nippon Badminton Association of Japan.

For the second year running, we hosted the national Astro Junior Championships, an Under 15 (U-15) mixed-team badminton competition, for players aged between 13 and 15. With support from the Badminton Association of Malaysia, the Championships provide players with experience and exposure to competitive tournaments. The event was a success, with the national-level Championship attracting 320 Malaysian competitors.

Astro Kem Badminton participants are trained by Malaysia's national coaches

Amplifying positivity

Leveraging our multiplatform reach across TV, radio and digital, we inspire Malaysians to consciously care for the community and environment through the dissemination of vital information to educate and raise civic awareness. In FY20, we broadcast over 8,500 hours of community service announcements across our TV, radio and digital brands, covering themes from national unity, health and safety, environmental conservation, public cleanliness, to anti-bribery messages.

Environment

Astro adopts green practices as an environmentally responsible enterprise

A GREENER ASTRO

We operate our business in a responsible manner and invest in sustainable green initiatives. Through ongoing efforts, we have consistently reduced our carbon footprint, water and electricity consumption.

Since 2016, we have commissioned third party vendors to assess and track our annual carbon footprint across the operations of our six main operating premises located in the Klang Valley.

Our six main operating premises:

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

Completed in March 2020, our latest carbon footprint assessment measures our total greenhouse gas ("GHG") emissions under the following scopes as defined in the GHG Protocol:

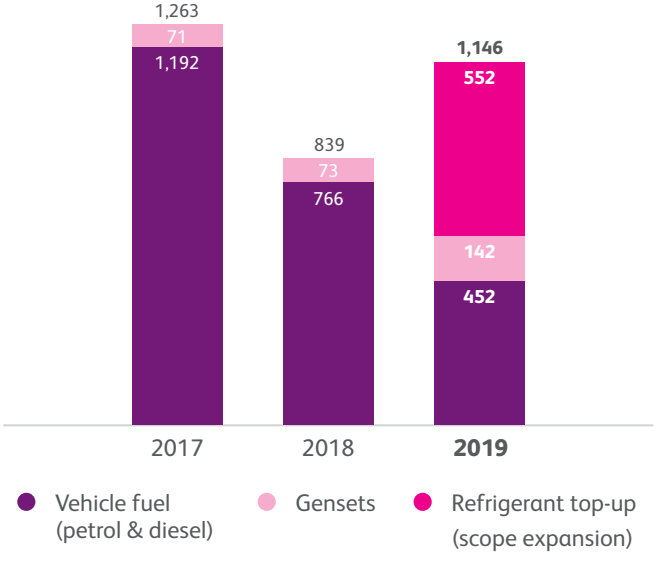
Scope	Description	GHG Emissions (tCO_2e)			
		2017	2018	2019	Total by Scope
1	Direct GHG emissions from sources that are owned or controlled by the reporting company. Example: Electricity generators, fuel for company-owned vehicles and cooling refrigerant	1,263	839	1,146	**3,248**
2	Indirect emissions associated with the generation of imported/purchased electricity and chilled water. Example: Purchased electricity and chilled water	24,586	23,609	19,738	**67,933**
3	Other direct GHG emissions from transport means that are not company-owned. Example: Staffs business travels and third-party installers travels	8,202	6,946	4,824	**19,972**
	Total GHG emissions[1]	**34,051**	**31,394**	**25,708**	**91,153**

[1] *Based on the latest MGTC 2017 emission factor of 0.585. Integrated Annual Report 2019 GHG computation are based on 2014's emission factor of 0.694. Comparables have been restated accordingly.*

As part of our push towards a greener future, we expanded our GHG assessment scope this year to include the purchase of district cooling chilled water as well as cooling system refrigerant usage. We adopted the latest available Malaysian Green Technology and Climate Change Centre (MGTC) 2017 emission factor of 0.585 for electricity grid of Peninsular Malaysia in line with the national carbon accounting procedure for GHG emission calculation.

Incorporating these retrospectively across Scope 1, 2 and 3, we saw Scope 1 emissions increase by 37% due to refrigerant usage arising from a one-off maintenance and repair of our cooling units in AABC, ACBC and WAB premises. 48% of the total emissions or 552 tCO_2e in 2019 was attributable to the expansion of our scope to include refrigerant usage. Excluding this, Scope 1 emissions would have recorded a significant reduction of 29%.

SCOPE 1 DIRECT GHG EMISSIONS (tCO_2e)



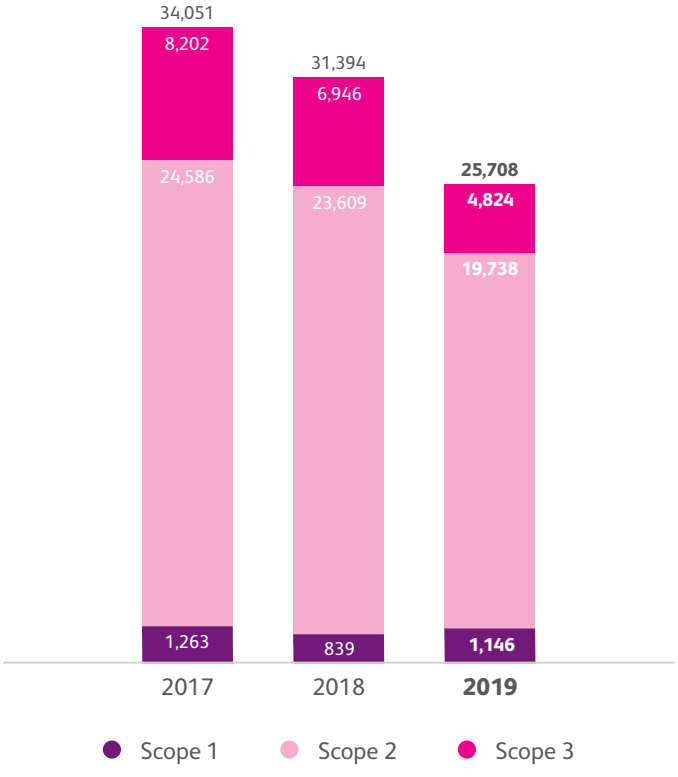
Environment

Scope 2 emissions recorded a reduction of 16% year-on-year due to optimum usage of our solar panel systems, reducing our need for purchased energy. We streamlined operations by relocating from MTBC to ACBC, leading to a reduction of Scope 2 emissions.

Meanwhile, Scope 3 emissions reduced by a significant 31% primarily due to the streamlining of our travel policy for employees while leveraging technology to engage overseas stakeholders through digital means and the reduction of third-party installer travels through an efficient online job assignment system.

Overall, we are delighted that our conscious operational practices and initiatives have enabled us to achieve a significant GHG emissions reduction of 18% to 25,708 tCO_2e. GHG intensity for 2019 has also decreased by 8.9% to 5.2 tCO_2e per RM million of revenue.

OVERALL GHG EMISSIONS (tCO_2e)

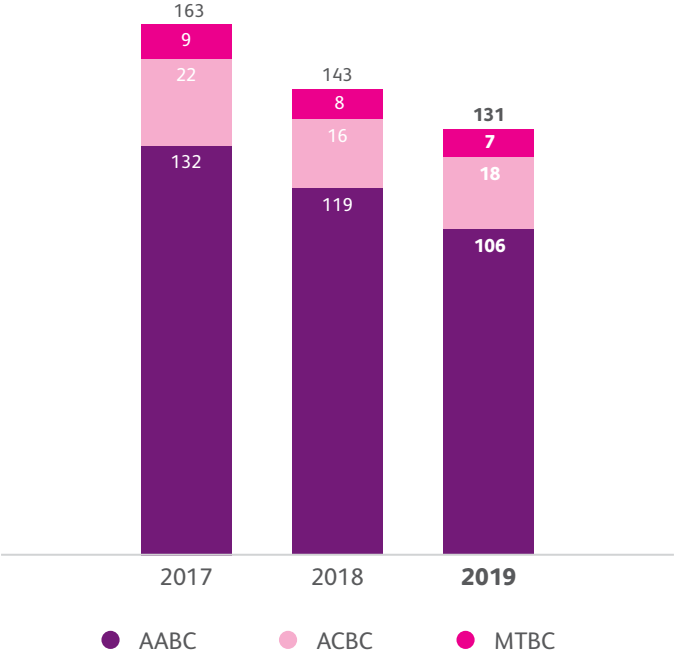


WATER CONSUMPTION

We manage and consume our water resources responsibly. At key sites such as AABC and ACBC, we continue to apply environmentally friendly practices based on the 3R principles – Reduce, Reuse and Recycle. Our new building at AABC comes equipped with an inbuilt rainwater harvesting system capable of storing 13,500 litres of water that is utilised for daily cleaning and maintenance of landscape around the facility. We also expanded the use of efficient motion-sensor water taps and toilet flushing systems to our new building to reduce water wastage.

With the addition of our new four-storey building at AABC, the overall water consumption has recorded a year-on-year drop of 8%, reflecting our conscious effort towards reducing our water consumption across the Group. The following analysis focuses on AABC, ACBC and MTBC as we are able to track and control water utilisation in these buildings, whereas our other operating premises are rented spaces located in buildings with common amenities.

WATER CONSUMPTION TREND ('000 m^3)

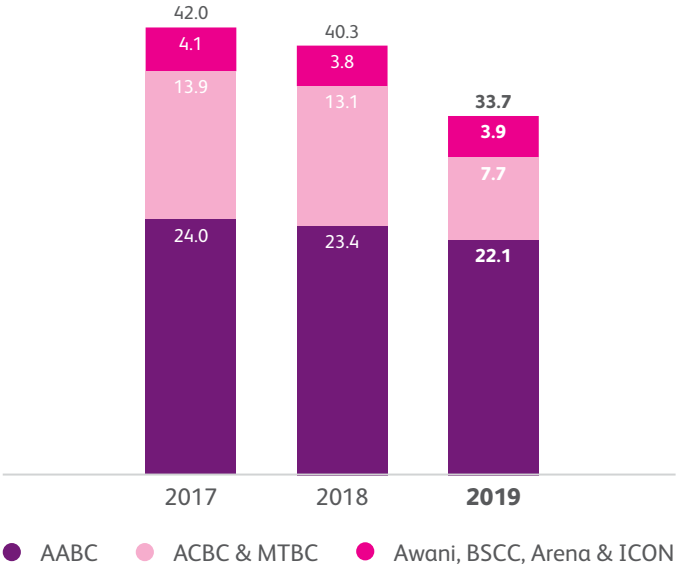


ELECTRICITY AND ENERGY CONSUMPTION

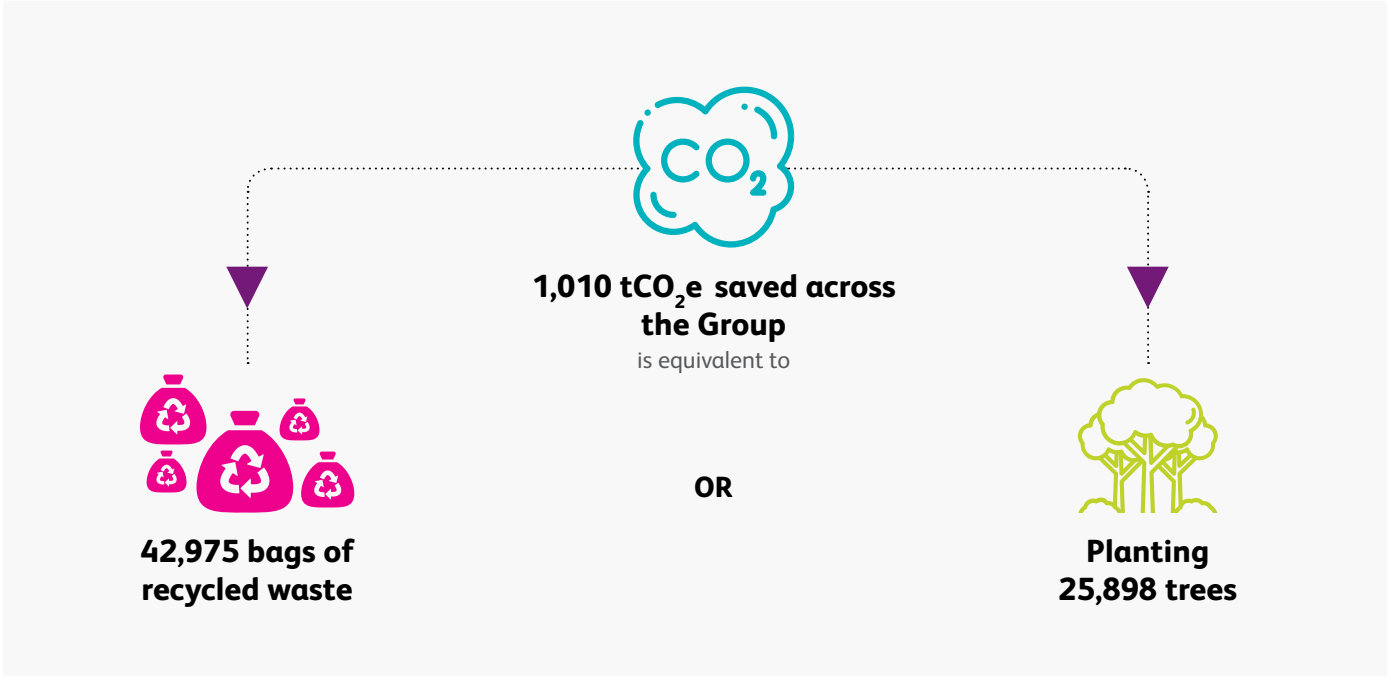
We continue to optimise energy consumption through the adoption of various energy-efficient solutions for our buildings. 2019 saw a substantial decrease in our electricity and energy consumption by 16% year-on-year. This is primarily due to the efficiencies generated from our solar panel system installed in AABC in 2018. Over 1.7 million kWh of renewable energy was harvested in 2019, resulting in electricity savings of RM614,000. The solar energy generated has also contributed to a carbon avoidance of 1,010 tCO_2e in 2019, which is equivalent to planting nearly 26,000 trees. To further reap the benefits of our country's year-long sunny weather, we are currently assessing the feasibility of installing similar solar panels in ACBC.

Our new four-storey building in AABC is designed to optimise the use of natural lighting and ventilation, promoting electrical efficiency while our two existing electric vehicle charging stations in AABC continue to encourage energy efficient travelling options among our talents.

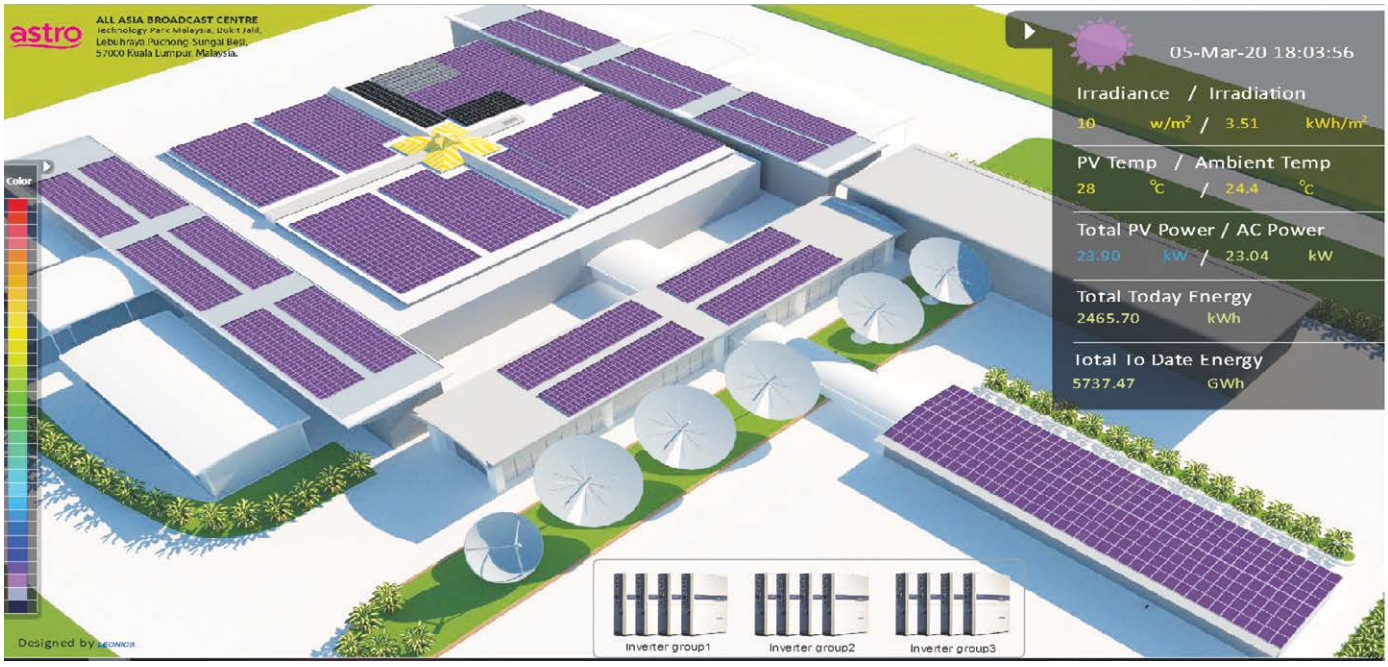
ELECTRICITY AND ENERGY CONSUMPTION TREND (m kWh)



CARBON AVOIDANCE FROM SOLAR ENERGY GENERATION



Environment



Our solar panel system harvests significant photovoltaic energy yearly equivalent to planting nearly 26,000 trees

E-WASTE MANAGEMENT

We remain conscious of the production and disposal of our STBs. As far as possible, we refurbish and redeploy our STBs to the market while working closely with our vendors to innovate as well as improve the design of our STBs to reduce our environmental footprint. For STBs beyond economic repair, we engaged with an e-Waste disposal and recycling partner certified by the Department of Environment to ensure effective disposal of generated e-Waste.

OCCUPATIONAL SAFETY AND HEALTH (OSH)

The health and safety of our talents remain our utmost priority. We are delighted that our health and safety initiatives have been recognised with the ISO45001:2018 Occupational Health and Safety Management System and ISO14001:2015 Environment Management certification. Raising the bar in OSH, Astro became the first media and broadcast company to implement the Safety Passport programme, mandating installers and vendors dealing with high-risk tasks and services to undergo NIOSH - ASTRO Safety Passport (NASP) Training organised by the National Institute of Occupational Safety and Health (NIOSH). This underpins Astro's low accident rate per 1,000 employees at 0.19 compared to the national average of 2.93 according to the Ministry of Human Resources (KSM). There were no fatal accidents reported in the last three years.

We also conduct annual fire inspection and fire drills across Astro offices to ensure preparedness for emergencies. In 2019, we teamed up with the Fire Rescue Department and qualified in-house Emergency Response Team to conduct fire drill exercises at AABC and ACBC.

To ensure talents are fluent in the latest best practices and requirements, they are required to score at least 80% in the mandatory annual OSH training module. Other optional OSH training programmes include fire safety, emergency response team, first aider and an OSH internal auditor certification programme.

There were two occupational lost time injuries reported in FY20. These unfortunate events occurred during installation at customers' premises. We continue to educate and reinforce a compliance culture among our talents to minimise the occurrence of such incidents.

Caring for our environment

Today, we have 36 indoor and 18 outdoor recycle bins separating papers, plastics and metal containers within the compounds of AABC to drive awareness on responsible waste disposal.

Our talents continue to benefit from shuttle bus services for their daily commute to and from AABC and WAB offices to the nearest public transportation service station, saving over 90 tCO_2e in GHG emissions in 2019. This equates to the eco-benefits of planting more than 2,300 trees or recycling 31 tonnes of waste instead of landfilling.

To minimise the use of plastic, we limited the sale of bottled mineral water and ceased the supply of plastic bags and straws at our cafeteria. Moving forward, we are aiming to implement the use of paper takeaway food boxes while further reducing the use of plastics across our Group.

Corporate Information

BOARD OF DIRECTORS

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

Datuk Yvonne Chia
Senior Independent Non-Executive Director

Renzo Christopher Viegas
Independent Non-Executive Director

Lim Ghee Keong
Non-Independent Non-Executive Director

Simon Cathcart
Non-Independent Non-Executive Director

Mazita binti Mokty
Non-Independent Non-Executive Director

Nik Rizal Kamil bin Nik Ibrahim Kamil
Non-Independent Non-Executive Director

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

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

COMPANY SECRETARY

Liew Wei Yee Sharon
License No. : LS0007908
Practising Certificate No. : 201908003488

REGISTERED OFFICE

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Technology Park Malaysia
Lebuhraya Puchong-Sungai Besi
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11th Floor, Menara Symphony
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: +60(3) 7890 4718
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Email : bsr.helpdesk@boardroomlimited.com

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PricewaterhouseCoopers PLT

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

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

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

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

PRINCIPAL BANKERS

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Malaysia

Telephone No. : +60(3) 2117 7777

MUFG Bank (Malaysia) Berhad

Level 9, Menara IMC
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50250 Kuala Lumpur
Malaysia

Telephone No. : +60(3) 2034 8000

Malayan Banking Berhad

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50050 Kuala Lumpur

Telephone No. : +60(3) 2070 8833

RHB Bank Berhad

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

Telephone No. : +60(3) 9287 8888

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

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Non-Independent Non-Executive Director

Simon Cathcart
Non-Independent Non-Executive Director

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Independent Non-Executive Director

Datuk Yvonne Chia
Senior Independent Non-Executive Director

Lim Ghee Keong
Non-Independent Non-Executive Director

Nik Rizal Kamil bin Nik Ibrahim Kamil
Non-Independent Non-Executive Director

Board of Directors

Board of Directors' Profiles

TUN DATO' SERI ZAKI BIN TUN AZMI

Malaysian / Male / 74
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 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 an Independent Non-Executive Director of Sinotop Holdings Berhad. He is also the Chancellor of Multimedia University and MAHSA University respectively, and the Pro-Chancellor of University Science Islam Malaysia.

DATUK YVONNE CHIA (YAU AH LAN @ FARA YVONNE)

Malaysian / Female / 67
Senior Independent
Non-Executive Director

First appointment as Independent Non-Executive Director
1 January 2014

Re-designation 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 is a Fellow Chartered Banker and holds a Bachelor of Economics (Hons) from the 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 Officer of RHB Bank Berhad from 1996 to 2002 and Hong Leong Bank Berhad from 2003 to 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). In January 2020, she was appointed as the Chairman and Independent Non-Executive Director of Cradle Fund Sdn Bhd.

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

RENZO CHRISTOPHER VIEGAS

Indian / Male / 58
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

Member of Remuneration Committee

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

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 the 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 the Deputy Chief Executive Officer of CIMB Group, 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, where he was responsible for the development of overall business strategies until March 2019.

LIM GHEE KEONG

Malaysian / Male / 52
Non-Independent
Non-Executive Director

First appointment as Non-Independent Non-Executive Director
30 September 2016

Member of Audit and Risk Committee

Member of Remuneration Committee

Member of Strategy and Business Transformation Committee

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

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

He is a Director and Chief Operating Officer of UTSB, and serves on the boards of several other companies in which the UTSB Group has interests such as Maxis Berhad (listed on the Bursa Malaysia Securities Berhad) and Bond Pricing Agency Malaysia Sdn Bhd, a bond pricing agency registered with the Securities Commission Malaysia.

He is also a Director of Paxys Inc. (listed on the Philippines Stock Exchange) and Yu Cai Foundation.

SIMON CATHCART

Australian / Male / 47
Non-Independent
Non-Executive Director

First appointment as Non-Independent Non-Executive Director
15 June 2017

Member of Strategy and Business Transformation Committee

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

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

He is currently a Director and acting Chief Executive Officer of MEASAT Satellite Systems Sdn Bhd and a Director of MEASAT Global Berhad, its holding company. He formerly held various engineering roles at PanAmSat, a global satellite provider and Telstra Corporation.

Board of Directors' Profiles

TUNKU ALIZAKRI BIN RAJA MUHAMMAD ALIAS

Malaysian / Male / 50
Non-Independent
Non-Executive Director

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

Tunku Alizakri holds a Master of Business Administration 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-at-law (Lincoln's Inn) in the courts of England and Wales.

He was appointed as the Chief Executive Officer of the Employees Provident Fund ("EPF") on 20 August 2018 and prior to that, he was the Deputy Chief Executive Officer (Strategy) a position which he held from January 2014 until August 2018. He has broad experience in policy development, strategic planning, communications, human resources and marketing.

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

He is currently on the board of Sime Darby Plantation Berhad (listed on Bursa Malaysia Securities Berhad).

NIK RIZAL KAMIL BIN NIK IBRAHIM KAMIL

Malaysian / Male / 47
Non-Independent
Non-Executive Director

First appointment as Non-Independent Non-Executive Director
1 September 2019

Member of Nomination and Corporate Governance Committee

Member of Strategy and Business Transformation Committee

Nik Rizal holds a Master of Science (Finance) from the London Business School, United Kingdom and a Bachelor of Science (Hons) in Economics & Accounting from the University of Bristol, UK. He is also a Fellow Chartered Accountant (FCA) of the Institute of Chartered Accountants England and Wales (ICAEW).

He started his professional career in 1995 as an accountant and auditor with Coopers & Lybrand, United Kingdom and then with Arthur Anderson & Co, Kuala Lumpur as an Assistant Manager in Audit and Business Advisory. In 2000, he joined RHB Sakura Merchant Bankers Bhd as Assistant Manager, Corporate Finance before a 10-year career in the oil & gas industry with the Royal Dutch Shell Group.

He started his Shell career in 2001 as the Head of Production Sharing Contracts (PSC) and latterly as Principal Sector Planner of Business Planning for Sarawak Shell Berhad, based in Miri, Sarawak. In 2004, he moved to Singapore to set up Shell's regional Exploration & Production business and headquarters for Asia Pacific and assumed the role of Senior Business Analyst for the region. During this period, he also double-hatted as the Head of Planning and Economics for Shell Deepwater Borneo Ltd, Brunei.

In 2007, he was posted to Shell Corporate Global HQ in London as Senior Downstream Financial Analyst overseeing Shell's Global Lubricants and B2B businesses. He was with Shell Malaysia Limited as Finance Manager in Special Projects upon returning to Malaysia in early 2011, before joining Khazanah Nasional Berhad in April 2011, and is currently its Executive Director of Investments and Head of Private Markets for North America, EMEA and India.

He is currently on the boards of Astro Holdings Sdn Bhd and Xeraya Capital Sdn Bhd in Malaysia, and Fajr Capital Ltd and Jadwa Investment Company in United Arab Emirates and Saudi Arabia, respectively.

MAZITA BINTI MOKTY

Malaysian / Female / 47
Non-Independent
Non-Executive Director

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

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

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

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

NURHISHAM BIN HUSSEIN

Malaysian / Male / 51
Alternate Director to Tunku Alizakri bin Raja Muhammad Alias

First appointment as Alternate Director to Tunku Alizakri bin Raja Muhammad Alias, a Non-Independent Non-Executive Director
17 May 2019

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

Nurhisham is the Chief Strategy Officer of EPF. He was the Head of Economics and Capital Markets Department of EPF from February 2014 to December 2019, before his current appointment. In this capacity, he oversees corporate strategy, communications and people matters.

He began his career in merchant banking in the 1990s, before joining Perwira Affin Bank in 1997 as part of the Corporate Planning Department. He later joined Permodalan Nasional Berhad (PNB) in 2004 to head the Economics section of the Research Division. In PNB, he was responsible for monitoring, analysing and reporting the economic conditions in Malaysia and internationally, providing input for PNB's investment decisions. He joined EPF after a stint with the Malaysian Rating Corporation Berhad, where he was responsible for producing country reports, developing economic viewpoints and making quantitative forecasts.

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 sanctions and/or penalties imposed on them by any regulatory bodies during FY20.*
(4) *None of the Directors have any family relationships with any Directors and/or Major Shareholders of the Company.*

Wong See Wei
Director, Media Solutions

Liew Wei Yee Sharon
Company Secretary

Gavin Baxter
Director, People & Workplace

Tammy Toh Seok Kheng
Director, Communications

Henry Tan Poh Hock
Group Chief Executive Officer

Shafiq Abdul Jabbar
Group Chief Financial Officer

Christinne Lim Yen Wah
Director, Marketing

Agnes Rozario
Director, Content

Laila Saat
Director, Regulatory

Alison Lau
Director, Customer Sales

Euan Smith
Group Chief Operating Officer and Chief Executive Officer, TV

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

Dr. Mark Chia
Director, Data

Mazhairul Jamaludin
Director, NJOI & OTT

Azlin Arshad
Director, Pay-TV

Senior Leadership Team

SLT Profiles

HENRY TAN POH HOCK

Malaysian / Male / 56
Group Chief Executive Officer

Henry joined our Group on 2 May 2008 as Chief Operating Officer and was appointed Chief Executive Officer on 1 February 2019. He was redesignated as Group Chief Executive Officer on 1 April 2020 and has been the Chairman of Go Shop, Astro's commerce platform, since 28 April 2014.

Under Henry's leadership, Astro revamped its customer viewing experience with the launch of the Ultra Box, offering 4K UHD, Cloud Recording and a personalised and seamless viewing journey extending over to Astro GO. Understanding the importance of streaming services, he drove strategic collaborations with HBO GO and iQIYI, presenting customers with greater choice and content. Henry played a key role in introducing Malaysians to high definition (HD) viewing with Astro B.yond and launched the first free multichannel satellite service, NJOI.

Over his 12 years with the company, Henry helped build Astro into a content powerhouse by focusing on creating innovative original vernacular IPs, marketing of content brands and aggregating the best programmes for customers. This led to the successful and hugely popular Malay comedy franchise, 'Lawak' and must-have Hokkien entertainment, 'Hua Hee'. Under his watch Astro grew its share of TV Adex from 11% to 43% and Radio Adex from 64% to 80%. Whilst he launched many firsts, including Tutor TV, Malaysia's first free academic learning channels; Astro First, a cinema in your home service; and eGG Network, the first regional eSports channel, his focus on digital has made Gempak, SYOK, AWANI, Stadium Astro, Xuan, Ulagam and ZAYAN the staple digital brands for Malaysians.

He was instrumental in changing the face of storytelling and marketing of local films with Astro, having been involved in seven of Malaysia's Top 10 local films of all time, including *Ola Bola, The Journey, Polis Evo, Paskal, BoBoiBoy Movie 2* and *Hantu Kak Limah*. It was also this belief in local stories that led Henry to executive produce *The Garden Of Evening Mists*, which became the first Malaysian film to earn nine nominations at the prestigious Golden Horse Awards.

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

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

EUAN SMITH

British / Male / 51
Group Chief Operating Officer and Chief Executive Officer, TV

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

Euan is an established media executive with a unique skill set spanning both business and technology in media operations and in transformation. In his early career, he held roles in Unilever and KPMG before moving into senior leadership positions with Sky UK, Sky Germany and Fox in the US. Most recently, Euan operated as COO at Foxtel in Australia.

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

SHAFIQ ABDUL JABBAR

Malaysian / Male / 42
Group Chief Financial Officer

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

He spearheads the finance and risk management functions across our Group encompassing financial control, process improvement and revenue assurance, treasury, business partner advisory, investor relations, corporate finance and tax. He also oversees legal, procurement, strategic contracts and regulatory relations.

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.

DR. GRACE LEE HWEE LING

Malaysian / Female / 44
Chief Executive Officer, Go Shop

Grace joined our Group's Corporate Assurance Division on 2 January 2001. She has held several other roles within the Group including Head of Process Improvement, Group Financial Controller and Chief Risk Officer prior to her appointment as Chief Executive Officer of Go Shop on 1 October 2016.

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

AGNES ROZARIO

Malaysian / Female / 52
Director, Content

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

She heads our Group's content team, covering all language and genres of content including digital and films. She was instrumental in bringing early access to local and global blockbuster movies from cinema into customers' homes and more recently local films directly to Astro First, the early pay per view cinema in your home service. She also spearheads strategic partnerships with regional players, which contributes to Astro's streaming reach.

A strong advocate of local originals, Agnes has been championing homegrown films with Astro Shaw behind the highest grossing local movies of all time. Her commitment to the development of local IPs and enhancement of customer experience has seen an increased engagement for Astro's signatures.

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

AZLIN ARSHAD

Malaysian / Female / 46
Director, Pay-TV

Azlin joined our Group as Director, Pay-TV on 17 June 2019 to lead our Pay-TV Business (Residential and Enterprise).

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

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

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

She is currently the acting Business Head of Astro Awani and also sits on the boards of Nestle (Malaysia) Berhad and Syarikat Takaful Keluarga Malaysia Berhad as an Independent Non-Executive Director.

SLT Profiles

MAZHAIRUL JAMALUDIN

Malaysian / Male / 50
Director, NJOI & OTT

Mazhairul Jamaludin (MJ) joined Astro on 16 January 2019 as Director, NJOI and OTT. He was previously Financial Controller and Senior Vice President, Commercial Services Multichannel TV at Astro until 2010.

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

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

ALISON LAU

Malaysian / Female / 54
Director, Customer Sales

Alison joined our Group's Sales division on 8 September 1996 and since then was responsible for Regional and National Sales before she was appointed as Director, Customer Sales on 1 February 2019.

She provides overall leadership and strategic direction on customer sales, business development, customer operations and supply chain. She has extensive experience in customer service and retention derived from her stint with Hilton International in Hong Kong and Singapore.

A graduate from the Singapore Hotel and Tourism Education Centre (SHATEC), Alison also holds a certificate of Specialisation from the American Hotel and Motel Association (AHMA).

WONG SEE WEI

Malaysian / Male / 42
Director, Media Solutions

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

A certified accountant by the Malaysian Institute of Certified Public Accountants (MICPA) and CPA Australia, See Wei was previously the Chief Financial Officer and Chief Operations Officer of GroupM Malaysia. He started his career with Ernst & Young in 2000 before moving to UMW Toyota Capital as an accountant in 2003. He is also a member of Malaysian Institute of Accountants (MIA).

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

GAVIN BAXTER

British / Male / 45
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 16 years' experience, working in both Australia and the UK, Gavin spent the last six years in the technology and media sector as the Group Head of Talent Performance at Sky plc in the UK where he developed and delivered the group's talent strategy. Prior to that, he was the Head of Organisational Capability at Optus Business in Australia. In both roles, he was involved in the 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.

DR. MARK CHIA

Malaysian / Male / 47
Director, Data

Mark joined our Group on 17 June 2019 as Director, Data. He is responsible for the seamless integration, utilisation and monetisation of all data across our Group. His key task is to bring together the disciplines of data management, visualisation, reporting and advanced analytics to generate value for Astro businesses.

Before joining Astro, Mark was the Advanced Analytics Practice Lead of SAS, where he designed, developed and implemented analytics solutions for organisations in various industries. Mark holds degrees in Electrical & Electronic Engineering (Hons) and Applied Mathematics & Computer Science from the University of Adelaide, Australia and a PhD in Electrical Engineering from the University of Edinburgh, UK. He is also a registered Chartered Engineer with the Engineering Council (UK).

He also sits on Malaysia Digital Economy Corporation's (MDEC) Digital Expert Panel, which aims at growing global demand for Malaysia's technology talents and nurturing a digital workforce that can support the industry's needs.

CHRISTINNE LIM YEN WAH

Malaysian / Female / 44
Director, Marketing

Christinne joined our Group's Corporate Finance division 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 across TV, radio, digital and ground activation. She also oversees our Group's transformation office, strategic imperatives and business development activities, delivering strong value proposition to Astro customers.

Prior to this, Christinne has led different portfolios within our Group including regional content, content strategy and marketing, premium business and corporate finance. Before joining Astro, she was attached to PricewaterhouseCoopers Advisory Services' Corporate Finance division.

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

SLT Profiles

TAMMY TOH SEOK KHENG

Malaysian / Female / 52
Director, Communications

Tammy joined our Group on 3 September 2007 as Vice President, Communications, leading external and internal communications for the corporate brand, product campaigns, consumer events, financial reporting, crisis management, digital and social media and community development programmes to reinforce our Group's market leadership.

On 1 March 2019, she was appointed as Director of Communications when her role was expanded to include our Group's corporate responsibility and sustainability functions, including Yayasan Astro Kasih.

She has vast experience in overseeing strategic communications for public listed corporations as well as national family-owned businesses in a broad array of industries.

She holds a Bachelor of Arts (Hons) from University of Malaya.

LAILA SAAT

Malaysian / Female / 51
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 closely with industry stakeholders and the relevant authorities, she is instrumental in spearheading anti-piracy initiatives in the industry, which are crucial for the protection of our Group's intellectual property.

She has 26 years' working experience both in local and international markets. Prior to joining our Group, she worked in the communications and property industries, including UEM Holdings Bhd.

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

LIEW WEI YEE SHARON

Malaysian / Female / 48
Company Secretary

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

She is responsible for the overall corporate secretarial and corporate governance functions of our Group. Her responsibilities include advising our Board on its role and responsibilities, managing our Board and shareholders' meetings, as well as providing efficient administration to our Group entities with regards to compliance with statutory and regulatory requirements. She also acts as the focal point for shareholders' communication and is a conduit between our Board members and SLT to ensure proper communication.

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

Notes:
(1) None of the members of SLT have any conflict of interest with the Company.
(2) None of the members of SLT have any convictions for offences within the past five years.
(3) None of the members of SLT have any sanctions and/or penalties imposed on them by any regulatory bodies during FY20.
(4) None of the members of SLT have any family relationships with any Directors and/or Major Shareholders of the Company.

Corporate Governance Overview

"Our Board is pleased to present an overview of our CG framework and practices in FY20 as well as the key focus areas and future priorities in relation to Astro's CG practices"

OUR CORPORATE GOVERNANCE FRAMEWORK

Our long-term growth and success are underpinned by good Corporate Governance (CG) best practices. At the apex of our CG structure is our Board, who subscribes to the stewardship theory of CG whereby managers, left on their own, will act as responsible stewards of the assets they control.

As a good CG framework is necessary for the mitigation of fraudulent activities and helps an organisation to maintain high business ethics while pursuing profits, our Group aspires to the highest standards of business integrity, ethics and professionalism across all of our activities. We are committed to ensuring that ethical principles are not forsaken in the pursuit of our corporate goals. We aspire to improve the way business is conducted in order to serve our customers' media, entertainment and lifestyle needs and also to discharge our responsibility as a Malaysian corporate citizen. Our approach to CG is built on the principles of fairness, transparency, accountability and responsibility.

As testament to our commitment to CG, sustainability and stakeholder responsibility, Astro was:

(i) placed 13th for Overall CG and Performance and 18th for CG Disclosures among 866 Malaysian public listed companies assessed for the MSWG-Asean CG Awards 2018, announced in July 2019;

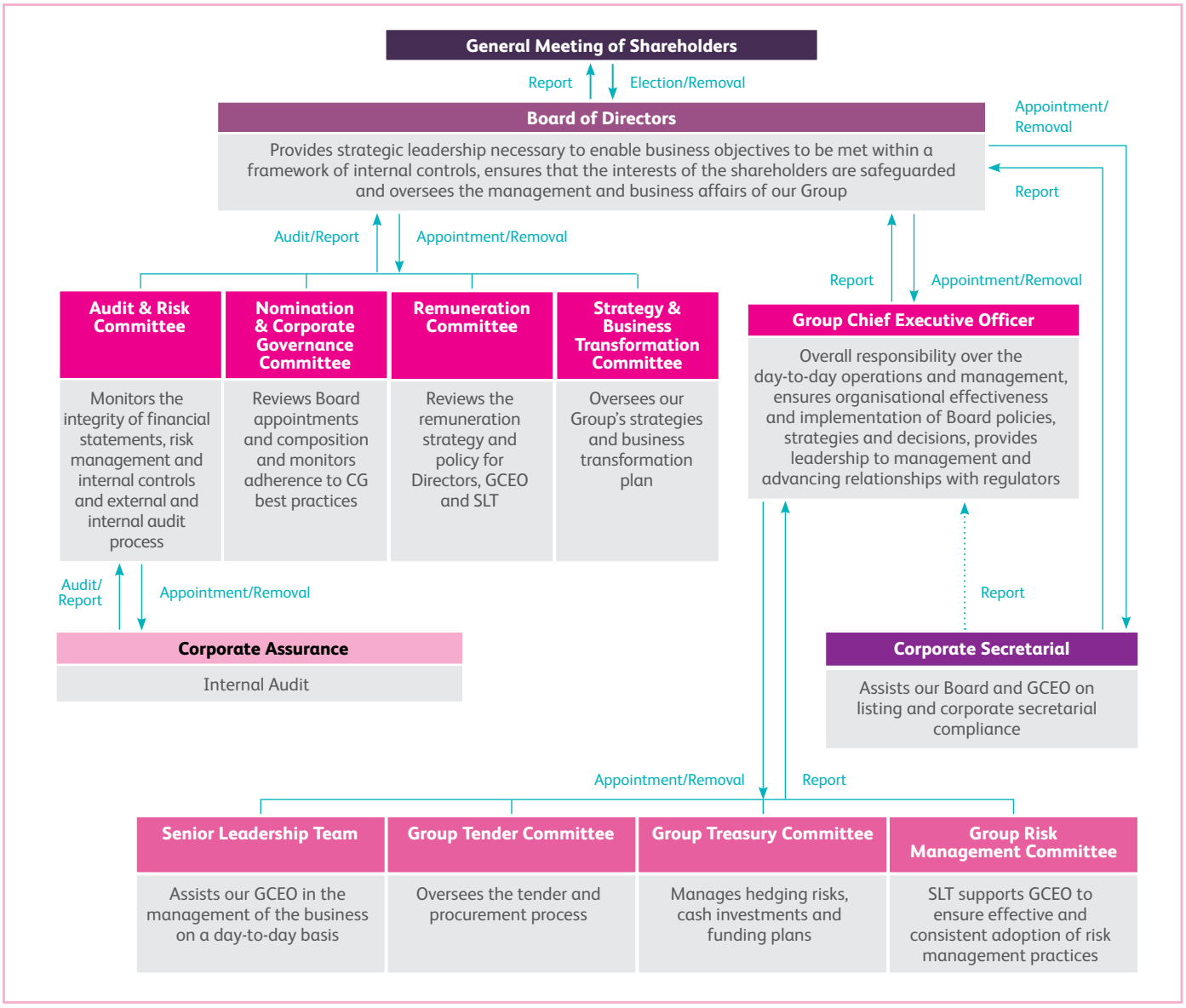
(ii) recognised as a constituent of the FTSE4Good Index Series, an index designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG); and

(iii) one of the 20 finalists of PricewaterhouseCoopers' Building Trust Awards 2019 that measures trust, beyond the financials of the companies assessed taking into account how companies communicate value creation, as well as how they are perceived to build trust through the lens of their stakeholders who include customers, employees and the public.

Each function of Astro's CG framework plays a critical role in assisting our Board to ensure long-term success and shareholder value creation. Our CG framework is reviewed annually to ensure its relevance, taking into consideration our strategic and business goals as well as the legal and regulatory framework. The structure will be benchmarked with the practices of top public listed companies on Bursa Malaysia, with the last review in November 2019.

Corporate Governance Overview

CORPORATE GOVERNANCE STRUCTURE 2020



BOARD RESPONSIBILITIES

Our Board's principal responsibilities are set out in the Board Charter. In summary, our Board is responsible for the overall strategic direction, business oversight, risk management, appointment and performance evaluation of key senior management, shareholder communication and ensuring an adequate internal control framework is in place.

Our Board is highly involved in the end-to-end process of strategic planning. Our Board's role is primarily to review and challenge the strategies proposed by our GCEO and Senior Leadership Team ("SLT") and to provide input and insights for the development of a strategic plan to optimise benefits to our Group, taking into consideration both the challenges and opportunities presented by the market. The execution of such strategies by our SLT are closely monitored by our Board during the course of the financial year. In a dynamic media environment, our Board recognises that approved strategies may be required to pivot due to a change in circumstances.

The CG-related developments during FY20 and our key focus and priorities over the next 3 years in CG are summarised below:

i Strategic Planning

The overarching vision is for Astro to be the Entertainment Destination for Malaysians and hence, our key priorities over the next three years are on defending and strengthening our TV businesses by evolving our products and services to meet the needs of each diverse customer segment in Malaysia, while continuing to invest in and grow our non-TV businesses. It is also important that our technology roadmap continues to evolve to keep pace with the rapid changes that are happening globally in order for Astro to deliver a better customer experience.

The Strategy and Business Transformation Committee ("SBTC") was established for the purposes of assisting our Board to oversee our strategies and business transformation projects to ensure Astro remains competitive and a future proof business model, by assessing strategic and growth options for digital and disruptive transformation, taking into account industry and technology trends, the competitive landscape and examining business development and innovation options, as well as reviewing the optimal cost structures to deliver the transformation.

During FY20, our SBTC comprising five out of eight Directors held robust discussions with our SLT on the effectiveness of our transformation strategies. The monthly meetings of the SBTC were attended by our GCEO and SLT to deep-dive into our key priorities, including the assumptions made by our SLT on the development of our Group's Three-Year Strategic Plans for FY21 to FY23 ("3-Year Plan") and the targets over the next three years before the plans were presented to our Board for further validation and final approval.

Our Board considered the opportunities and challenges of the disruptive media landscape, and prioritised projects for robust discussions at our Board and Board Committee meetings. Subsequent to our financial year-end, the COVID-19 pandemic has posed new challenges not only to Astro, but also to the ecosystem we operate in, including our content, technology and distribution partners. Nevertheless, our Board is clear that Management's adherence to the appropriate values and culture is a fundamental governance principle to drive the operations, as well as the management of talent, vendors and partners in Astro.

Our Board believes that the above iterative process is important and has enabled our Board and SLT to be aligned on the most important matters affecting our Group. Approval was granted for the FY21 Budget and approval in-principle was granted for Astro's 3-Year Plan prior to the commencement of our new financial year.

ii Business and Financial Performance Oversight

Our Board constantly monitors the execution of the approved strategies by our SLT. In addition to the monthly SBTC meetings, review of the operating and financial performance is a standard agenda at the quarterly Board meetings. Our SLT is held accountable and will be measured on the execution and delivery of the business outcomes against the approved Budget based on KPIs set out in the Company Scorecard. Our Remuneration Committee ("RC") and Board had reviewed and approved the FY20 Company Scorecard that comprises both financial and non-financial KPIs with appropriate weightages.

iii Risk Management

Our Board's principal responsibilities include ensuring the adequacy of risk management through continuous identification of key risks and management of risks impacting our Group. The following risk management matters are standard agenda items at the quarterly Audit and Risk Committee ("ARC") meetings in FY20, including:

(i) Group risk profile;
(ii) Continuous review of our Group's risk assessments against our risk appetite and risk tolerance parameters;
(iii) Insurance and business continuity plan; and
(iv) Security infrastructure risks.

During FY20, a working committee was established to oversee the development of an anti-bribery programme in view of the Malaysian Anti-Corruption Commission (Amendment) Act 2018 that imposed corporate liability on companies and their directors for bribery acts committed by their employees and associated persons. A formal anti-corruption framework was approved and adopted by our Board in March 2020, including the Anti-Corruption Framework Manual and other related policies to guide our Directors, SLT and employees in avoiding and mitigating bribery risks. Astro's Anti-Corruption Framework Manual can be downloaded from https://corporate.astro.com.my/our-company/corporate-governance.

Refer to the ARC Report and the SORMIC on pages 138 to 150

Corporate Governance Overview

iv Succession Planning and Remuneration Framework

Our Board has entrusted our Nomination and Corporate Governance Committee ("NCGC") to review the implementation of our talent management strategies and oversee succession planning. In FY20, our Board and NCGC had regular engagements with our GCEO and Director, People & Workplace in relation to reviewing and where appropriate, restructuring our organisation structure to meet the current challenges and to future proof our business through workforce optimisation, re-setting our organisation culture and re-skilling our people.

During FY20, our Board members reviewed the appointment of several key positions including our GCOO/CEO, TV and Director, Data to strengthen our SLT. This move is part of Astro's business and people transformation plan in view of the ongoing changes in the media and entertainment industry.

Succession and emergency cover plan for our GCEO and other critical leadership roles are in place, with the majority of roles having a "ready now" successor or in the pipeline. Our Board reviews the human capital strategies and succession plans at least once annually.

Refer to the NCGC Report on pages 135 to 137 and the Talent section on pages 82 to 89.

Our Board through the RC reviewed our Directors' remuneration to ensure it is aligned with our Directors' Remuneration Policy and comparable to our peers. Our RC also reviewed among others, Astro's remuneration philosophy and reward strategy with the aim of supporting our Group's transformation objectives as well as the remuneration of our GCEO and the key SLT as part of the annual performance management.

Refer to the RC Report on pages 133 to 134.

v Shareholder Communication

Our Board is committed to ensure that our shareholders and other stakeholders such as regulators and employees are kept informed of material updates and progress relating to our Group. An investor relations report is tabled to our Board on a quarterly basis for monitoring purposes. Our Corporate Secretarial, Investor Relations, Communications and Regulatory teams engage with our shareholders, investors and regulators on a regular basis.

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

vi Internal Control and Compliance

Our Board is assisted by our ARC in matters relating to internal control and compliance. Internal control and compliance matters are standard agenda items at the quarterly ARC meetings such as:

(i) Financial Reporting and Treasury
(ii) Corporate Assurance
(iii) Tax, Legal and Regulatory
(iv) Related party transactions
(v) Whistleblowing Line disclosures

THE KEY FOCUS OF OUR BOARD IN FY21

Monitoring strategy execution to ensure delivery of intended business outcomes	Strengthening leadership and SLT succession planning	Enhancing Board succession plans

APPLICATION OF PRACTICES SET OUT IN THE MCCG

The CG Overview is to be read in conjunction with our CG Report and other documents relating to our governance framework which are downloadable from https://corporate.astro.com.my/our-company/corporate-governance. The CG Report provides detailed explanations of how we have applied each Practice under the MCCG during FY20 taking into consideration the specific circumstances affecting our Group, including any alternative measures in place to achieve the intended outcomes, where applicable.

Our Company has applied all the Practices in MCCG except for the following:

(i)	**Practice 4.1**	Our Board is committed to achieve the minimum 50% independent Directors' threshold by appointing suitable candidates who can contribute to our Board effectiveness. Candidates will be evaluated by our NCGC guided by the Board Selection Criteria, which is premised on diversity in terms of age, gender and experience in the specific areas that were identified in the Board Skills Matrix
(ii)	**Step-Up Practice 4.3**	Our existing Board policy limits the tenure of independent Directors to nine years subject to seeking shareholders' approval provided there are strong justifications
(iii)	**Practice 4.5**	Our Board is committed to achieve at least 30% women representation on our Board and recognises that gender is an important criteria in the selection of candidates. The search for a suitable candidate is ongoing and is reviewed together with the overall composition and skill sets of our Board
(iv)	**Practice 7.2 and Step-Up Practice 7.3**	Such disclosures may be disadvantageous to our Group, given the competitiveness in the market for talent and due to the confidentiality of remuneration packages. Nevertheless, our Board will continue to evaluate the implications based on the best interests of our Group
(v)	**Step-Up Practice 8.4**	The appointments to our ARC were carefully considered by our Board after a robust assessment of the individual Director's qualifications and experience to ensure that our ARC is able to properly discharge its duties and responsibilities. Procedures such as quorum and voting restrictions are in place to ensure that balanced and effective decisions are made by our ARC
(vi)	**Step-Up Practice 9.3**	Our Board believes that a combined ARC with audit and risk management functions is more appropriate during Astro's business transformation phase and taking into consideration our Board size and composition
(vii)	**Practice 12.3**	The cost and reliability of the technological options to facilitate voting in absentia and remote participation at general meetings by our shareholders will continue to be monitored and evaluated annually. Our Company will be holding a fully virtual Annual General Meeting ("AGM") in July 2020 in adherence to the guidance note issued by the Securities Commission

Corporate Governance Overview

The MCCG covers three broad principles, which are (A) Board leadership and effectiveness; (B) Effective audit and risk management; and (C) Integrity in corporate reporting and meaningful relationship with stakeholders. In accordance with Practice Note 9 of the MMLR, a summary of our CG practices during FY20 with reference to the three Principles is laid down below:

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

CG STRUCTURE

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

The Board Charter which was last reviewed in March 2020 sets out, inter alia:

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

Board powers are governed by our Company's Constitution which was approved by our shareholders at the AGM in June 2018. Our Constitution has, among others, laid down the decision-making processes of our Board and the rights of our shareholders to attend and vote at general meetings.

Directors have access to our SLT and where necessary and appropriate, to independent advisors for the purposes of obtaining such information and advice required to discharge their responsibilities. Each of our Board and Board Commitees' Charters has expressly stipulated our Directors' right of management access and right to independent advice.

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

Our Board Charter, Board Committees' Charters and our Company's Constitution can be downloaded from https://corporate.astro.com.my/our-company/corporate-governance.

OUR BOARD COMPOSITION AND BALANCE

Astro is led by a Board that is diverse in experience, skills and knowledge from legal, banking, corporate finance, accounting and audit, economics, business, engineering and technology sectors.

As at 31 January 2020 and presently, our Board comprises eight Directors including a non-executive Chairman. Three out of the eight Directors representing 37.5% of our Board are Independent Non-Executive Directors ("INED"). Astro has two women Directors representing 25% of our Board. Our Directors' profiles are found on pages 104 to 107.

There were changes to our Board during FY20 for which the announcements to Bursa Malaysia were made on a timely basis:

(i) Appointment of TAZ and MM as Directors and VD as alternate Director to LGK on 15 February 2019;
(ii) Appointment of NHH as alternate Director to TAZ on 17 May 2019;
(iii) Resignation of RJF and SFJ as Directors and VD as alternate Director on 31 August 2019; and
(iv) Appointment of NRK as a Director on 1 September 2019.

POLICY ON TENURE OF INDEPENDENT DIRECTORS

Our Board policy limits the tenure of independent Directors to a cumulative term of nine years to preserve independence of judgement, subject to seeking shareholders' approval for an extension on a case by case basis provided there are strong justifications. Upon completion of nine years, an independent Director may continue to serve on our Board subject to re-designation as a non-independent Director. Any extension beyond nine years as an independent Director will be subjected to a rigorous review to ensure that he remains independent of management and free from any business or other relationship which could interfere with the exercise of independent judgement or the ability to act in the best interests of our Group.

The tenure of our independent Directors ranges from one to eight years. An assessment of our independent Directors' performance will be carried out as part of the annual Board Effectiveness Evaluation ("BEE") and based on the evaluation for FY20, our Board is satisfied that our independent Directors have continued to act independently of Management and their independence is not compromised.

BOARD DIVERSITY

A company with a diverse board of directors benefits from the broad spectrum of skill set, industry experience and values. Our Board places a high emphasis on the merit and ability of an individual to contribute positively to the strengths of our Board as a whole, taking into consideration our Group's future strategic direction. Our Board is supportive of increasing women representation on our Board, hence it is one of the key criteria that will be considered.

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

Our annual governance review includes a review of our Board mix, taking into consideration the skills, knowledge, experience and capabilities desired to meet both the current and future challenges of Astro. This review was carried out by our NCGC in December 2019. With the wide spectrum of knowledge of our present Directors and a sound governance structure, our Board is of the view that the present composition and size are adequate for the effective discharge of its roles and responsibilities.

RE-ELECTION AND RE-APPOINTMENT OF DIRECTORS

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

A retiring Director will be assessed by our NCGC and Board to determine if he has performed and discharged his responsibilities as well as the justifications for his re-election. Our NCGC will also review an independent Director whose tenure is reaching nine years to determine if shareholders' approval should be sought to retain him/her as an independent Director.

At the forthcoming AGM in July 2020, the following Directors whose profiles are set out on pages 104 to 107 will retire and have offered themselves for re-election:

(i) DYC and RCV are due for retirement by rotation pursuant to Rule 126 of our Company's Constitution; and
(ii) NRK who was appointed during the financial year shall retire pursuant to Rule 115 of our Company's Constitution.

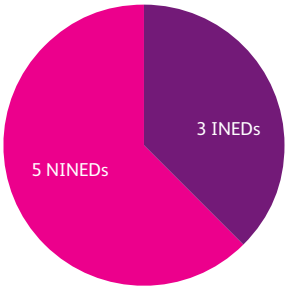
Based on the results of the BEE for FY20, our Board is satisfied that DYC, RCV and NRK have contributed to the overall effectiveness of our Board, and our Board has therefore recommended that they be re-elected as Directors of our Company.

Corporate Governance Overview

SKILLS AND EXPERIENCE

- 100% Management & Leadership
- 100% Risk Management & Board Governance
- 75% Corporate Finance
- 62.5% Banking
- 62.5% Consumer and Marketing
- 50% Accounting & Audit
- 50% Technology, Media & Broadcast
- 37.5% Legal

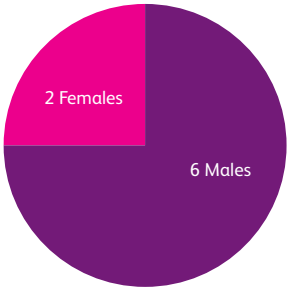
BOARD BALANCE AND COMPOSITION



37.5% 3 INEDs

62.5% 5 NINEDs

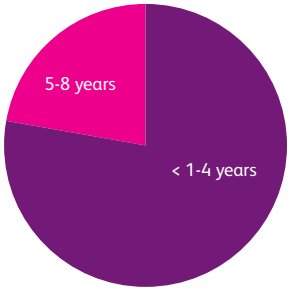
GENDER DIVERSITY



75% 6 Males

25% 2 Females

TENURE



78% < 1-4 years

22% 5-8 years

BOARD MEETINGS

Our Board is required to meet at least four times per financial year in accordance with our Board Charter. The annual Board meeting calendar is planned ahead and communicated to our Directors prior to the commencement of each new financial year.

Each Director shall devote sufficient time and effort to our Group's affairs and this include limiting his directorship in other companies. Our Directors have been informed of their duties and responsibilities, time commitment as well as their rights and entitlement via a letter of appointment. None of our Directors are presently serving on the board of more than five public listed companies on Bursa Malaysia. In addition, our Board policy for the acceptance of external board appointments requires a notification to be given to our Board and if there are potential conflicts of interest, our Board Chairman should be consulted. Changes in directorships will be tabled at the quarterly Board meetings. Our Board is satisfied that the present directorships in external organisations held by our Directors do not give rise to any conflicts of interest nor impair their ability to discharge their responsibilities.

A total of eight Board meetings was held during FY20. Nevertheless, engagements between our Board and SLT were not confined to the quarterly Board meetings as there were regular engagements between individual Directors and relevant SLT members through ad-hoc private sessions, pre-Board and pre-Board Committee meetings.

Total No. of Meetings held in FY20	AGM	%	Board	%	ARC	%	NCGC	%	RC	%	SBTC	%
Tun Dato' Seri Zaki bin Tun Azmi	1/1	100	8/8	100	-	-	4/4	100	-	-	-	-
Datuk Yvonne Chia	1/1	100	8/8	100	5/5	100	4/4	100	5/5	100	8/8	100
Renzo Christopher Viegas[1]	1/1	100	8/8	100	5/5	100	-	-	2/2	100	8/8	100
Lim Ghee Keong[2]	1/1	100	8/8	100	2/2	100	-	-	5/5	100	8/8	100
Simon Cathcart	1/1	100	8/8	100	-	-	-	-	-	-	8/8	100
Tunku Alizakri bin Raja Muhammad Alias[3]	1/1	100	7/8	87.5	-	-	-	-	-	-	-	-
Mazita binti Mokty[3]	1/1	100	8/8	100	-	-	-	-	-	-	-	-
Nik Rizal Kamil bin Nik Ibrahim Kamil[4]	-	-	2/2	100	-	-	1/1	100	-	-	2/4	50

(1) *Appointed as RC member on 1 September 2019*
(2) *Appointed as ARC member on 1 September 2019*
(3) *Appointed as Director on 15 February 2019*
(4) *Appointed as Director and member of NCGC on 1 September 2019*

Corporate Governance Overview

During FY20, agenda items reviewed and where required, approved by our Board included the following:

- Annual Strategic Plan and Budget
- Annual Financial Statements
- Annual Human Capital, Talent Management and Succession Planning Updates
- Annual Performance Review and Company Scorecard
- Annual Report and CG Disclosures
- Annual Governance Structure Review
- Annual Review of Board and Board Committee Charters
- Quarterly Unaudited Consolidated Financial Results
- Quarterly Strategic, Business and Financial Performance Updates
- Quarterly Treasury and Cash Management Updates
- Quarterly Dividend Proposal
- Quarterly Investment Monitoring
- Quarterly Report on Transactions exceeding LOA including related party transactions
- Quarterly Investor Relations Updates
- Quarterly Disclosure of Directors' and Principal Officers' Dealings in Shares

Prior to each Board meeting, a comprehensive set of materials are prepared and circulated to every Director guided by the 5-business days rule. Our Company Secretary issues the Notice of Board meeting setting out the agenda items which were discussed with our Board Chairman, GCEO and GCFO prior to finalisation. The materials are circulated electronically and instantaneously via a secure device.

DIRECTORS' INDUCTION AND CONTINUING EDUCATION PROGRAMME

In order to effectively discharge their responsibilities, our Directors must have a strong knowledge of not only the underlying industry but the economy, technology and other areas that may impact Astro's businesses in the future. Training needs of our Directors are identified through the annual BEE, in addition to the individual Director's recommendations on appropriate training that will enhance Board effectiveness.

Our Directors attended a wide spectrum of training programmes during FY20. Some of these trainings were organised in conjunction with our quarterly Board meetings and the Directors are regularly notified of external training programmes by our Corporate Secretarial team. A specific budget has been allocated for Directors' training.

In addition to formal training programmes, our Directors are constantly kept abreast of the market outlook, competitive landscape, consumer trends, technological developments and changes in accounting standards by our GCEO and SLT, external auditor and occasionally, guest speakers are invited such as the Anti-Bribery briefing conducted by the Malaysian Anti-Corruption Commission in December 2019.

TAZ, MM and NRK who were appointed as Directors during FY20 attended the internal induction programme, where they were briefed on business strategies and performance updates, technology, content as well as the competitive and regulatory landscape. The induction included a visit to our TV, radio and Go Shop broadcast and operation centres to facilitate a better understanding of our operations.

All our Directors have completed the Mandatory Accreditation Programme as prescribed by Bursa Malaysia. A list of seminars/training participated by our Directors as at 31 January 2020 is summarised below:

In-house training

	Training/Course	Attendance
June 2019	An Outside-In Perspective on Astro's Future & Strategic Direction	TZ, DYC, RCV, RJF, SC, LGK, SFJ, TAZ, MM
December 2019	Anti-Bribery	TZ, DYC, RCV, SC, LGK, TAZ, MM, NRK
December 2019	Media Outlook	TZ, DYC, RCV, SC, LGK, MM, NRK

External Training

A. Corporate Governance, Risk Management and Internal Control

	Training/Course	Attendance
March 2019	"Let's Get Real" on Anti-Bribery	TZ
April 2019	Mandatory Accreditation Programme Enterprise Risk Management Audit Committee Conference 2019	MM LGK RCV
August 2019	Mandatory Accreditation Programme Audit Committee Institute Breakfast Roundtable 2019	NHH TZ
October 2019	World Social Security Forum	TAZ
November 2019	Global Chairman's Conference on Corporate Governance, Singapore	DYC

Corporate Governance Overview

B. Economic, Finance and Business

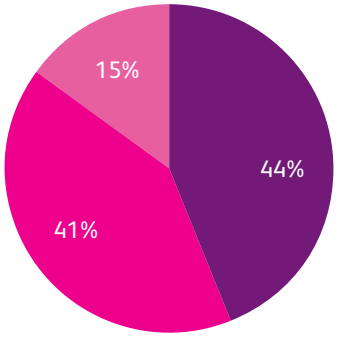
	Training/Course	Attendance
February 2019	Khazanah Annual Review 2019 SuperReturn International Conference 2019	TZ NRK
June 2019	Firms in Transformation	NRK
July 2019	PIDM FIDE Forum Dialogue	DYC
August 2019	2019 Global Customer Summit	TAZ
October 2019	Insights on Regional and Malaysia Market Conditions Forbes Global CEO Conference – Transcending the Turbulence Khazanah Megatrends Forum	MM DYC NRK, DYC
November 2019	Asia Commonwealth Business Summit	DYC

C. Media and Technology

	Training/Course	Attendance
March 2019	The Montgomery Summit 2019	NRK
April 2019	Khazanah Spokesperson Media Training	NRK
June 2019	Masterclass on Cyber Security	DYC
August 2019	Future of the Industry, Readiness and Digitisation	LGK

The total training hours spent by our Directors in FY20 is approximately 264 hours in the following areas:

TRAINING HOURS



- **Economics, Finance and Business** **44%**
- **Corporate Governance, Risk Management and Internal Control** **41%**
- **Media and Technology** **15%**

REMUNERATION POLICY

Directors' Remuneration

The key principles that underpin our Board's policy on NEDs' remuneration are as follows:

(i) Adequate to attract, motivate and retain world-class non-executive talent;
(ii) Consistent with recognised best practice standards;
(ii) Reflect the experience, time commitment, level of responsibilities and complexity shouldered, special assignments and risks; and
(iv) Aligned with our Group's business strategy and long-term objectives.

During FY20, a review of our NEDs' Remuneration Policy was carried out by our RC and updated to better reflect CG best practices. In determining NEDs remuneration, various factors will be considered including changes in the business and market environment, time commitment and benchmarking with board fees of peer companies, including the top listed companies on Bursa Malaysia. The principles are robust and are subject to periodic review and change, where relevant to our business.

Our NEDs' remuneration adheres to a schedule of fixed fees in accordance with their responsibilities on our Board and Board Committees. In addition, our Directors are paid a per-day meeting allowance and will 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. There is an established process for the reimbursement of expenses incurred by our NEDs which require the approval of our Board Chairman, whose expenses are in turn subject to review and approval by our ARC Chairman.

Individual Directors do not participate in the discussions and decision relating to their own remuneration. In line with CG best practices, our NEDs do not participate in our existing Management Share Scheme to ensure their independence of judgement.

The current NEDs' remuneration rates were approved by our Company's shareholders at our AGM in June 2019. In accordance with Section 230 of the Act, directors' remuneration shall be subject to shareholders' approval on an annual basis. At the forthcoming AGM in July 2020, our Board will be seeking approval for our NEDs' remuneration structure, payable on a monthly basis and/or as and when incurred for the period commencing after our AGM to the date of our AGM in 2021.

Our RC and Board have reviewed and concluded that the existing remuneration rates remain competitive and appropriate based on the responsibilities of our Directors, the current market landscape that Astro operates in and are within market benchmarks. Our Board therefore proposes to retain the same rates subject to a maximum amount of RM3.54 million as per the past two years. This proposal has taken into consideration the need to appoint an additional director to further reinforce our Board's strengths and capabilities, the frequency of meetings as well as to remunerate the SBTC which our Board established last year at the same rate as our RC and NCGC.

Corporate Governance Overview

Details of our NEDs' remuneration in FY20 are disclosed below:

			Audit and Risk Committee		
	Chairman	Member	Chairman	Member	
NON-EXECUTIVE DIRECTORS					
Tun Dato' Seri Zaki bin Tun Azmi	520	-	-	-	
Datuk Yvonne Chia	-	280	-	25	
Renzo Christopher Viegas[2]	-	280	50	-	
Lim Ghee Keong[3]	-	280	-	10	
Simon Cathcart	-	280	-	-	
Tunku Alizakri bin Raja Muhammad Alias[4]	-	268	-	-	
Mazita binti Mokty[4]	-	268	-	-	
Nik Rizal Kamil bin Nik Ibrahim Kamil[5]	-	117	-	-	
Richard John Freudenstein[6]	-	163	-	15	
Shahin Farouque bin Jammal Ahmad[7]	-	163	-	-	
	520	**2,099**	**50**	**50**	

(1) *Inclusive of driver, car and fuel allowance*

(2) *Appointed as member of RC on 1 September 2019, prorated from his appointment date up to 31 January 2020*

(3) *Appointed as member of ARC on 1 September 2019, prorated from his appointment date up to 31 January 2020*

(4) *Appointed as Director on 15 February 2019, prorated from his/her appointment date up to 31 January 2020*

ANALYSIS OF TOTAL DIRECTORS' FEES AND BENEFITS IN RESPECT OF FY20

The aggregate amount of Directors' fees and benefits paid by our Company in respect of FY20 amounted to approximately RM3.06 million compared to RM2.43 million in FY19. The increase in fees paid amounting to approximately RM0.63 million was primarily due to the appointment of additional directors and additional meetings held during FY20 as well as revision in NEDs' remuneration rates which was approved at the Sixth AGM held on 7 June 2018.

Fees (RM'000)					Meeting Allowance[8] (RM'000)	Benefits in Kind[1] (RM'000)	Total (RM'000)
Board Committees							
	Nomination and Corporate Governance Committee		Remuneration Committee				
	Chairman	Member	Chairman	Member			
	40	-	-	-	12	30	602
	-	20	40	-	28	-	393
	-	-	-	8	24	-	362
	-	-	-	20	24	-	334
	-	-	-	-	17	-	297
	-	-	-	-	8	-	276
	-	-	-	-	9	-	277
	-	8	-	-	6	-	131
	-	-	-	12	10	-	200
	-	12	-	-	12	-	187
	40	**40**	**40**	**40**	**150**	**30**	**3,059**

(5) *Appointed as Director and member of NCGC on 1 September 2019, prorated from his appointment date up to 31 January 2020*

(6) *Resigned as Director and member of ARC and RC on 31 August 2019*

(7) *Resigned as Director and member of NCGC on 31 August 2019*

(8) *Inclusive of meeting allowances paid for AGM, Board and Board Committee meetings*

Corporate Governance Overview

Astro's Remuneration Philosophy and Reward Strategy

Astro's reward philosophy is to attract, engage, motivate and retain talents within our Group's affordability. Our reward strategy focuses on cost containment and internal control while building on the five B's strategy (Build, Buy, Borrow, Bump and Brand) as well as the employee value proposition to decrease dependency on cash compensation to attract and retain talent.

Our Group's policy in the selection, appointment and remuneration of key senior management takes into account various factors such as skill sets, education level, breadth of experience, level of accountability and complexity of job, that may contribute towards the discharge of their respective duties. These criteria are not exhaustive and may include other important criteria such as collaborative skills.

Salary structures are appropriately benchmarked and the salary range for each job level has been established. Total remuneration for SLT is made up of a fixed component comprising basic salary and travel allowance; and a variable component comprising the annual cash performance bonus and share incentives under our Company's existing Management Share Scheme established in 2012 subject to our Group and the individual meeting the performance targets set by our Board. Our SLT's remuneration is governed by the job grade structure which has a pre-determined salary range for different levels based on competitive and market benchmarks. Our RC and Board are reviewing a proposal for a new long-term incentive plan for our eligible employees to replace the existing Share Scheme upon its expiry.

GCEO's Remuneration

Our GCEO is remunerated in accordance with the terms of his Employment Agreement which was approved by our Board. Our GCEO's remuneration package comprises the following components which has taken into consideration market rates, industry standards and the individual's strengths:

(i) Fixed basic salary over the three-year contractual period;
(ii) Discretionary short-term incentives in the form of cash performance bonus subject to meeting the agreed performance targets;
(iii) Long-term share incentives to be determined by our Board; and
(iv) EPF and other benefits such as fixed car allowance, driver and medical coverage.

Our GCEO's remuneration is linked to Astro's performance through short-term and long-term incentives and his performance is measured based on the agreed KPIs established by our Board as set out in the annual Company Scorecard. Any shares to be granted to our GCEO will be subject to our Company's shareholders' approval as required under Paragraph 6.06 of the MMLR. In relation to termination provisions, either party may terminate the employment by giving six months' prior written notice.

OUR CODE OF BUSINESS ETHICS, CONFLICT OF INTERESTS AND WHISTLEBLOWING POLICY AND PROCEDURES

The Code of Business Ethics ("COBE"), which is published on our corporate website, outlines the principles and best practices to be applied when conducting business. Fairness and impartiality as well as compliance with laws and regulations will be upheld in our business conduct and relationships. A review of our COBE and Whistleblowing Policy and Procedures was carried out during FY20 following the Malaysian Anti-Corruption Commission (Amendment) Act 2018 to strengthen the policies relating to the prevention of bribery and corruption by our employees. Our Group's Whistleblowing Policy and Procedures are reviewed by our ARC. Please refer to pages 138 to 143 of our ARC Report for more details.

Our Directors have individually acknowledged and confirmed that they have and will abide by the present COBE. Our SLT and employees are required to complete an annual COBE assessment.

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. Interested Directors are requested to recuse themselves from any discussion and voting to ensure that the non-interested Directors can deliberate freely and decide on such matters in their absence, thus ensuring that our Board's decisions are made objectively in the best interests of our Group.

As part of the monitoring of conflicts and RPTs, the directorships and shareholdings in our Company and companies other than Astro held by our Directors, and any changes thereto, are tabled at the quarterly Board meetings. Our Directors' shareholdings in Astro are reported on page 286.

Our Directors and Principal Officers are reminded of their obligations not to deal in Astro shares during a closed period and whenever they may be in possession of price sensitive information, and also of the disclosure requirements in respect of dealings during an open period. In addition, insider trading is a prohibited activity under our COBE. During FY20, none of our Directors and Principal Officers dealt with Astro shares during closed periods. Notifications in respect of dealings in Astro shares during open periods were immediately announced to Bursa Malaysia upon receipt by our Corporate Secretarial team.

ANNUAL BOARD EFFECTIVENESS EVALUATION FOR FY20

Our Board undergoes an annual assessment to review its own performance. The BEE provides useful insights on the strengths and weaknesses of our Board, Board Committees and individual Directors, which will enable them to raise the bar on performance, which is one of the traits of a progressive Board. The results of the BEE are also used for the purposes of recommending the annual re-election of our Directors and understanding Directors' training needs.

Our NCGC has been entrusted to carry out the annual BEE which is facilitated by our Corporate Secretarial team. In line with Practice 5.1 of the MCCG, our Board engages independent experts to facilitate objective and candid board evaluations periodically based on our NCGC's recommendation. The BEE is based on a 360°, self and peer evaluation with feedback from our individual Directors and SLT using an online questionnaire. The parameters of the BEE are established by our NCGC annually.

The results of the FY20 BEE did not indicate any material weaknesses and found that our Board, Board Committees and individual Directors have continued to perform their duties in a satisfactory manner. The level of independence shown by our independent Directors is an area of strength. The evaluation indicated that our independent Directors have consistently demonstrated the values and principles associated with independence, including impartiality, objectivity and consideration of all stakeholders' interests, and are unafraid to voice their opinions, even if they are not aligned with majority views. Based on the findings, our Board will continue to enhance oversight over our Group's strategy execution and to strengthen succession planning for our Directors and SLT.

Our Board has assessed and is satisfied that our GCEO and GCFO have the experience, competence, character, integrity and time to effectively discharge their respective roles.

For more details, refer to NCGC Report on pages 135 to 137

Corporate Governance Overview

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Astro has a combined Board Committee with audit and risk functions. Our Board is assisted by our ARC in relation to oversight of the financial reporting and audit process to ensure that the financial statements give a true and fair view of our Group's financial position and comply with applicable financial reporting standards. In accordance with the ARC Charter, our ARC is also responsible for reviewing the enterprise risk management framework and risk management strategies for the purposes of managing our Group's overall risk exposures. Further details of our ARC's activities are set out in our ARC Report.

The performance of our ARC in FY20 was evaluated as part of the annual BEE and the findings indicated that our Board is satisfied 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 stakeholders to assess our Group's performance. The Spokesperson and Social Media Guide regulate interaction with our stakeholders, including setting out a list of information that is prohibited from disclosure such as price and market-sensitive information. The public can access the latest information regarding our Group on our corporate website, including public announcements, financial results, analyst presentations, charters and integrated annual reports. As part of our investor relations policy, there are regular engagements between our SLT and Investor Relations team with research analysts, fund managers and the wider investment community, both local and international. Further details are in the Investor Relations section.

ANNUAL GENERAL MEETING

The AGM is the annual forum for shareholders' engagement and communication. Notice of our Seventh AGM in 2019 was issued more than 28 days before the AGM to ensure sufficient time for our shareholders to plan for their attendance and if required, lodge their proxy form.

Over 4,000 shareholders and proxies representing 94% of our Company's issued share capital attended in our AGM that was held on 27 June 2019. Our Directors, GCEO and SLT were present at the AGM to engage with our shareholders and addressed their queries regarding Astro's financial and business performance.

Voting at our AGM was carried out by way of e-polling. Our Company appointed its share registrar, Boardroom Share Registrars Sdn Bhd as poll administrator to conduct the poll by way of electronic voting and Boardroom Corporate Services Sdn Bhd as independent scrutineers to verify the poll results.

Designated Contact Persons

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

Datuk Yvonne Chia (Senior Independent Director)
c/o Corporate Secretarial Division
All Asia Broadcast Centre
Technology Park Malaysia
Lebuhraya Puchong-Sungai Besi, Bukit Jalil
57000 Kuala Lumpur
Tel: +60(3) 9543 9267
Email: yvonne_chia@astro.com.my

Shafiq Abdul Jabbar (Group Chief Financial Officer)
Tel: +60(3) 9543 6688 Ext 2729
Email: shafiq_aj@astro.com.my

Liew Wei Yee Sharon (Company Secretary)
Tel: +60(3) 9543 6688 Ext 3404
Email: sharon_liew@astro.com.my

Remuneration Committee Report

During FY20, our RC continued to play a key role in assisting our Board to fulfil its oversight responsibilities, primarily relating to the remuneration of our Directors and SLT. In discharging of its responsibilities, our RC is guided by the RC Charter, which was last reviewed and approved by our Board in March 2020 and can be downloaded from https://corporate.astro.com.my/our-company/corporate-governance.

Our RC is responsible for, inter alia:

(i) reviewing our NEDs' remuneration for the purposes of seeking shareholders' approval in accordance with Section 230 of the Act;
(ii) as part of the annual performance management cycle, evaluating our Company's performance based on the Company Scorecard that is approved by our Board at the commencement of each financial year, the bonus and increment proposals for Astro employees, including our GCEO; and the performance of our GCEO and his direct reports;
(iii) reviewing the remuneration of our GCEO's direct reports;
(iv) reviewing and recommending the KPIs for the Company Scorecard for each financial year for our Board's approval; and
(v) recommending to our Board the establishment of a long-term incentive plan for eligible employees and administering the plan in accordance with the relevant by-laws governing the said plan.

COMPOSITION

Established by our Board on 1 April 2011, the composition of our RC is as listed below and complies with Guidance 6.2 of the MCCG which states that a remuneration committee should only comprise of NEDs, a majority of whom shall be independent:

Name of RC Member	Appointment Date	Directorship
Datuk Yvonne Chia (Chairman)	1 August 2016	Senior INED
Renzo Christopher Viegas (Member)	1 September 2019	INED
Lim Ghee Keong (Member)	6 December 2017	NINED

There were changes to our RC composition during FY20, whereby RJF resigned from our Board on 31 August 2019 and by virtue of Rule 117.1 of our Constitution, his position as a member of our RC ceased on the same date. He was replaced by RCV who was appointed effective 1 September 2019. Our Company made the respective announcements on 30 August 2019.

MEETING ATTENDANCE

In FY20, five RC meetings were held and each meeting met the requisite quorum stipulated in the RC Charter of two members being present, of which the majority shall be independent directors. Details of attendance at the RC meetings are on page 123.

Our GCEO, GCFO and Director, People & Workplace were invited to the RC meetings to facilitate deliberations as well as provide clarifications on the proposals tabled for our RC's consideration. An update of the key matters discussed and recommendations by our RC were reported to our Board at quarterly Board meetings. The Company Secretary acts as the Secretary to our RC.

Our RC Chairman also met separately with the Director, People & Workplace, as needed, without the presence of our GCEO and GCFO on matters relating to their respective remuneration.

Remuneration Committee Report

SUMMARY OF ACTIVITIES OF THE RC

Our RC's key activities throughout FY20 are summarised below:

i Directors' Remuneration

NED's remuneration is reviewed annually by our RC and during the FY20 review, our RC assessed and determined that the existing remuneration rates are competitive and reasonable given the responsibilities shouldered and benchmarking. On this basis, our shareholders' approval was sought and obtained at our AGM in June 2019 for NEDs' remuneration at the same rates as the previous year in 2018.

ii Bonus and Merit Increment

The total bonus and increment proposal for Astro employees and specifically, our GCEO was reviewed by our RC based on our Group's performance against the pre-determined targets set out in the approved FY19 Company Scorecard. The review also took into consideration changes to the consumer price index and the average salary and performance bonus for comparable companies. Based on its assessment, the FY19 bonus and increment proposal was recommended to our Board for approval.

iii SLT's Remuneration and Performance

Our RC reviewed the performance of our GCEO and SLT to ensure a fair distribution that is linked to our Company's and commensurate with the individual's performance. During FY20, as part of the move to strengthen Astro's leadership, our RC reviewed the remuneration packages offered to several key SLT positions including among others, GCOO/CEO, TV and Director, Data to ensure offers are competitive.

iv Annual Disclosures

As part of the annual reporting cycle, our RC reviewed and endorsed the RC Report and other remuneration disclosures contained in the CG Overview and CG Report for FY19. Our RC and Board discussed the practical implications of disclosing senior management's remuneration as per Practice 7.2 and 7.3 of the MCCG and determined that in view of the industry competitiveness and scarcity of talent, such disclosure may be detrimental to Astro's best interests.

v Company Scorecard

Our RC reviews the Company Scorecard for each financial year for the purposes of measuring our Group's performance. Each year, our RC engages with and guides our SLT in setting KPIs and targets that are appropriate and measurable. During the first quarter of FY20, our RC reviewed and recommended for our Board's approval the FY20 Company Scorecard that comprises both financial and non-financial KPIs with appropriate weightages as follows:

Financials including Revenue and Profit After Tax
Non-Financials including Engagement and Sustainability (e.g. subscriber base and customer satisfaction) and People

vi Remuneration Philosophy and Reward Strategy

Astro's remuneration philosophy and reward strategy was reviewed by our RC to ensure the appropriateness and effectiveness of the current remuneration structure including job levels, commission structures, expatriate remuneration and employees' benefits. Astro's reward strategy focuses on cost containment and internal control while building on the five B's strategy (Build, Buy, Borrow, Bump and Brand) as well as the employee value proposition to decrease dependency on cash compensation to attract and retain talent. Our RC also reviewed the existing Management Share Scheme which will be expiring in 2022 and continues to review plans relating to the establishment of a new long-term share incentive plan to motivate employees towards achieving Astro's transformation goals.

vii Review of the RC Charter

The RC Charter is reviewed annually and during the last review in March 2020, the Charter was updated to reflect the provisions of the MMLR and MCCG with better clarity.

Nomination and Corporate Governance Committee Report

During FY20, our NCGC continued to play a key role in assisting our Board to fulfil its oversight responsibilities, primarily relating to our Board's composition and appointment of key senior management. In discharging its responsibilities, our NCGC is guided by the NCGC Charter, which was last reviewed and approved by our Board in March 2020 and can be downloaded from https://corporate.astro.com.my/our-company/corporate-governance.

Our NCGC is responsible for, inter alia:

(i) reviewing the size, composition and effectiveness of our Board;

(ii) reviewing the appointment of our GCEO, GCFO and other GCEO's direct reports to ensure that they have the experience, competence, character, integrity and time to effectively discharge their roles; and

(iii) monitoring adherence to CG practices within our Group and ensuring an appropriate level of disclosure and transparency of our CG practices.

COMPOSITION

Established by our Board on 1 April 2011, the composition of our NCGC is as listed below, and complies with Paragraph 15.08A of the MMLR which states that a nominating committee shall comprise exclusively of NEDs, a majority of whom must be independent:

Name of NCGC Member	Appointment Date	Directorship
Tun Dato' Seri Zaki bin Tun Azmi (Chairman)	15 August 2012	INED
Datuk Yvonne Chia (Member)	24 April 2015	Senior INED
Nik Rizal Kamil bin Nik Ibrahim Kamil (Member)	1 September 2019	NINED

Our NCGC is chaired by our Board Chairman who is an independent Director, thereby meeting Practice 4.7 of the MCCG that the nominating committee should be chaired by an independent director or the senior independent director.

There were changes to our NCGC composition during FY20, whereby SFJ resigned from our Board on 31 August 2019 and by virtue of Rule 117.1 of our Constitution, his position as a member of our NCGC ceased on the same date. He was replaced by NRK who was appointed effective 1 September 2019. Our Company made the respective announcements on 30 August 2019.

MEETING ATTENDANCE

In FY20, four NCGC meetings were held and each meeting met the requisite quorum stipulated in our NCGC Charter of two members being present, of which the majority shall be independent Directors. Details of attendance at the NCGC meetings are on page 123.

Our GCEO, GCFO and Director, People & Workplace were invited to the NCGC meetings to facilitate deliberations as well as provide clarification on the proposals tabled for our NCGC's consideration. An update of the key deliberations and recommendations by our NCGC were reported to our Board at quarterly Board meetings. The Company Secretary acts as the Secretary to our NCGC.

Nomination and CG Committee Report

SUMMARY OF ACTIVITIES OF THE NCGC

Our NCGC's key activities throughout FY20 are summarised below:

i Board Effectiveness Evaluation

The BEE for FY19 was carried out by our NCGC with the assistance of our Corporate Secretarial team based on the following parameters:

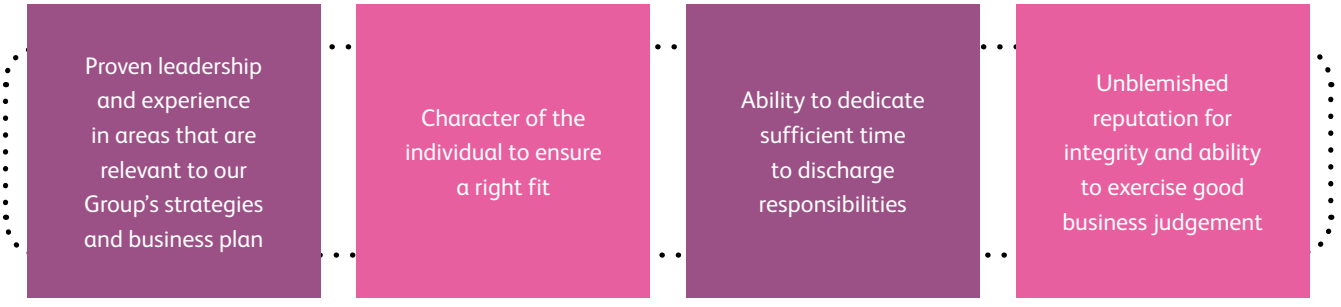
Board as a whole and Board Committees	• Board composition • Board roles and functioning • Information management • Sustainability • Monitoring company performance and GCEO's performance • Directors' development and management • Risk management
Individual Directors	• Board contribution • Knowledge and abilities • Teaming • Integrity • Personal commitment
Independent Directors	• Ability to exercise independent judgement • Ability to demonstrate the values and principles associated with independence such as impartiality, objectivity and consideration of all stakeholders' interests

Analysis of the results was shared and action plans were developed and monitored by our NCGC. Individual Directors were furnished with detailed reports based on the peer evaluation.

For more on the analysis for BEE FY20 conducted post-financial year end, refer to page 131.

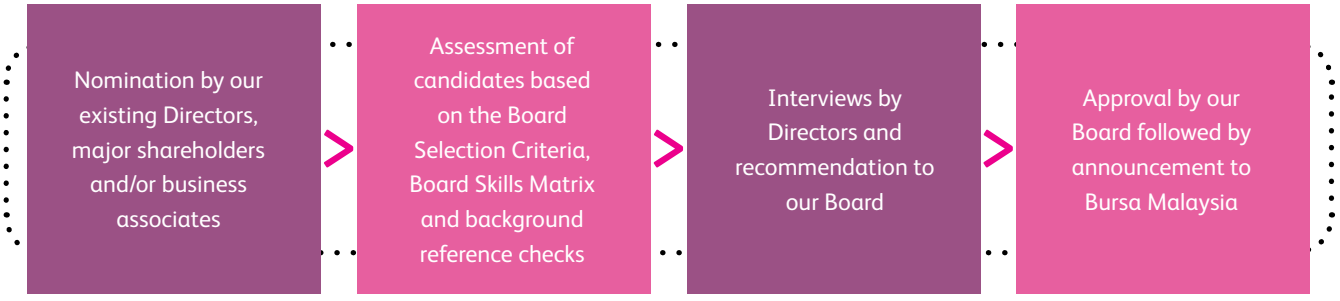
ii Appointment and Re-election of Directors

Our NCGC reviewed and recommended the appointment of TAZ, MM and NRK as new members of our Board during FY20 based on the established Board Selection Criteria set out below to ensure that each of our Directors has the experience, competence, character, integrity and time to effectively discharge his/her role as a Director:



Our NCGC also took into consideration gaps that were identified in the Board Skills Matrix which maps the knowledge and skills of our current Directors against the competencies desired for our Board to help steer our Group's future direction. Candidates for NED positions are identified based on recommendations by our existing Directors, GCEO and/or major shareholders. Other sources used to identify suitable candidates include our external audit firm given their familiarity with our business lines and global network of resources.

The following chart depicts the process for our Board appointments:



The re-election of Directors at the AGM is evaluated via the BEE to determine if the retiring Directors have performed their responsibilities in a satisfactory manner and contributed to overall Board effectiveness. At the AGM in June 2019, LGK, SC, TAZ and MM were re-elected as Directors of our Company.

For more on the analysis of Directors' re-election for the AGM in July 2020, refer to page 309.

iii CG Compliance

Compliance with the MMLR and adherence to the Principles and Practices under the MCCG were reviewed and benchmarked against the top public listed companies on Bursa Malaysia. Our NCGC noted four departures from the Practices in FY19 and reviewed the alternative measures for each departure, to ensure that the intended CG outcomes are nonetheless met. As part of the annual reporting cycle, our NCGC reviewed and endorsed the NCGC Report and other disclosures contained in the CG Overview and CG Report.

iv Organisation Structure and Succession Plan

Due to the changes to Astro's operating landscape and new leadership team led by our GCEO who was appointed with effect from 1 February 2019, our Group organisation structure was a key focus area in FY20. Changes to our organisation structure was reviewed by our NCGC with the objective of ensuring that Astro has resources and capabilities that are necessary and fit-for-purpose to achieve its transformation goals. Our NCGC reviewed the appointment of several new key SLT positions including GCOO/CEO, TV and Director, Data to ensure that the candidates have the experience, competence, character, integrity and time to discharge their roles and responsibilities.

During FY20, our NCGC also reviewed the updated succession plans to ensure an adequate talent pipeline as well as an emergency cover plan for critical leadership roles are in place.

v Review of the NCGC Charter

The NCGC Charter is reviewed annually and during the last review in March 2020, the Charter was updated to reflect the provisions of the MMLR and MCCG with better clarity.

Audit and Risk Committee Report

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 controls, external and internal audit process and compliance with relevant applicable legal and regulatory matters. 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 2020 and published on our corporate website.

COMPOSITION

Established by our Board on 1 April 2011, the composition of our ARC is as listed below:

Name of ARC Member	Appointment Date	Directorship
Renzo Christopher Viegas (Chairman)	1 December 2017	INED
Datuk Yvonne Chia (Member)	1 January 2014	Senior INED
Lim Ghee Keong (Member)	1 September 2019	NINED

There were changes to our ARC composition during FY20, whereby RJF resigned from our Board effective 31 August 2019 and by virtue of Rule 117.1 of our Constitution, his position as a member of our ARC ceased on the same date. He was replaced by LGK, who was appointed effective 1 September 2019. Our Company made the respective announcements on 30 August 2019.

The composition of our ARC complies with Paragraphs 15.09 and 15.10 of the MMLR in the following respect:

(i) Our ARC comprises three members, all of whom are NEDs and a majority of them are independent directors, including our ARC Chairman.

(ii) At least one member of our ARC fulfills the qualification criteria, namely, our ARC Chairman is a Fellow Member of the Institute of Chartered Accountants of India, which is an association of accountants specified in Part II of the First Schedule of the Accountants Act 1967.

The composition of our 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. However, our ARC composition has not met the step-up Practice 8.4 of the MCCG in relation to the audit committee of large companies to comprise solely of INEDs.

Notwithstanding the above, through our annual BEE, our Board has reviewed and considered the skills and experience of our ARC members, as shown by their profiles, to be sufficient and relevant to enable the proper discharge of responsibilities by our ARC. Our ARC composition has further complied with additional stipulations in our ARC Charter that (i) each member shall be financially literate and must be able to read, analyse, interpret and understand financial statements, including our Group's balance sheet, income statement and cash flow statement to effectively discharge their functions; and (ii) the Chairman of our ARC must not serve as the Chairman of our Board to ensure a separation of powers.

MEETING ATTENDANCE

In FY20, five ARC meetings were held and each meeting met the requisite quorum stipulated in our ARC Charter of two members being present. Details of attendance at ARC meetings can be found in the table on page 123.

Our GCEO and GCFO were invited to all ARC meetings to facilitate deliberations as well as provide clarification on audit matters and our Group's operations. The Vice President, Head of CA attended all ARC meetings to table the CA reports. Where required, the relevant management representatives were invited to provide explanation to the ARC on specific control issues noted from the audit reports as well as clarification on their respective areas of responsibility. In addition to the above, representatives from the external auditor, PricewaterhouseCoopers ("PwC") also attended the meetings and presented their reports on external audit matters and review matters. An update of the key matters discussed by our ARC is provided by our ARC Chairman to our Board at the quarterly Board meetings. The Company Secretary acts as the Secretary to our ARC.

Our ARC Chairman and certain ARC members had also met separately with the Vice President, CA and PwC, as needed, without the presence of Management. Our ARC Chairman engaged on a continuous basis with our SLT, particularly the GCFO, the Vice President, CA and PwC to keep abreast of matters and issues affecting our Group.

SUMMARY OF ACTIVITIES OF THE ARC

During FY20, our ARC continued to play a key role in assisting our Board to fulfil its oversight responsibilities.

Our ARC's key focus areas throughout FY20 are summarised below:

FINANCIAL REPORTING

- In overseeing the Group's financial reporting, our ARC reviewed and recommended to our Board, the quarterly financial reports released within two months from the end of each quarter ended April 2019, July 2019, October 2019 and January 2020, and the related press releases/announcements including whether the said reports are in compliance with applicable approved Malaysian Financial Reporting Standards (MFRS), MMLR and other relevant regulatory requirements.
- During its first quarterly meeting in March 2019, the ARC reviewed the draft audited financial statements of our Company and Group prior to submission to our Board for its consideration and approval upon the ARC being satisfied that the audited financial statements were in accordance with provisions of the Act and applicable approved MFRS.
- Reviewed our Group's solvency and ability to continue as a going concern on a quarterly basis prior to approval of the quarterly announcements to Bursa Malaysia and the audited financial statements.
- Received regular updates on the developments of new accounting standards and considered the impact of those standards on our Group's financial reporting process.
- As part of the reviews of the financial statements, the significant accounting issues considered and the actions taken by our ARC are as follows:

Issue	Description	Action Taken by our ARC	Outcome
Goodwill, intellectual properties, brands and spectrums impairment assessment	Our Group has intangible assets which included goodwill, brands and spectrums of RM1,549 million as at 31 January 2020. Significant judgement is required in setting the assumptions underpinning the calculation of the value in use of the cash generating units. SLT has performed an impairment assessment over the goodwill, intellectual properties, brands and spectrums, 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 quarterly impairment assessment performed by SLT as well as the work performed by PwC. This included PwC's review of SLT's cash flow projections, sensitivity analyses as well as SLT'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, intellectual properties, brands and spectrums as at 31 January 2020.	Our ARC is satisfied that the assumptions made by SLT 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 relating the revenue data recorded. Our ARC also assessed the outcome of work performed by Revenue Assurance on findings relating to subscription revenue.	Our ARC is satisfied that there are no material exceptions in the accuracy of the subscription revenue.

Audit and Risk Committee Report

Issue	Description	Action Taken by our ARC	Outcome
Assessment of funding requirements and ability to meet short term obligations	As at 31 January 2020, our Group's short-term borrowings, payables and accruals totaling exceeded current assets by RM61 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 2021. Our ARC also reviewed the findings reported by PwC on their assessment on the basis of preparation of the financial statements of the Group as a going concern.	Based on the review, which also incorporated sensitivity analysis, 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.

The above reviews were conducted together with our GCEO and GCFO as well other appropriate officers of our Group.

EXTERNAL AUDIT

- Reviewed and recommended the terms of engagement of PwC for our Board's approval.
- Continued to oversee the relationship with, and performance of PwC, including making the recommendation on their re-appointment for FY21 and approval of their fee.
- Reviewed PwC's detailed audit plan identifying their audit scope, approach and assessment of key audit risks. The audit plan was approved by our ARC on 11 September 2019.
- 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 SLT's response and the level of cooperation given by employees to PwC.
- Our ARC reviewed the evaluation on PwC's performance and effectiveness which was coordinated by the Company Secretary. The annual assessment covered:
  - o independence, objectivity and professional skepticism
  - o firm's financial stability, risk profiles and audit strategy
  - o communication and interaction
  - o audit finalisation
  - o quality of skills, capabilities of audit team and sufficiency of resources

  The assessment was conducted in March 2020 with feedback obtained from our ARC, SLT and a self-assessment by PwC. Based on the results of the evaluation, our ARC is satisfied with PwC's performance and that they had exhibited robust challenge and scepticism throughout FY20.
- Reviewed PwC's FY20 written affirmation of its independence to act as our 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 interests as stated in our Policy on Employment of Members of the External Auditor. In FY20, there was no employment of any PwC employee that was reported to our ARC.
- On a quarterly basis, the ARC reviewed the analysis provided by PwC on the provision of audit and non-audit services, including fees incurred, and remains satisfied that PwC's independence is not impaired by the provision of non-audit services. During FY20, the Group and the Company incurred non-audit fees of RM0.8 million and RM Nil respectively [FY19: RM1.16 million (Group) and Nil (Company)]. These non-audit fees were incurred relating to the performance of agreed upon procedures, regulatory compliance reporting, tax and advisory services.
- Reviewed PwC's representation on its quality control procedures with respect to engagement performance which included the involvement of a quality review partner, access to PwC's accounting technical support on complex accounting matters, periodic assurance quality review by PwC's Global Assurance Quality Review team, internal guidance on accounting standards interpretation and application of the International Standards of Auditing guidelines, as well as periodic attendance of mandatory training/courses.

RELATED PARTY TRANSACTIONS

- Ensured that the policies and procedures in place to identify and monitor RPTs/RRPTs are adequate and conducted at arm's length basis, and not detrimental to the interests of minority shareholders.
- Reviewed the report on the utilisation of mandated RRPTs on a quarterly basis as well as CA reports on proposed RPTs, to ensure compliance with the MMLR and the Group's Policy on RPT.
- 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 RRPTs is within the mandate approved by the shareholders
- Reviewed the estimated RRPT mandate for the ensuing year and the 2020 Circular to Shareholders in respect of new, and renewal of, shareholders' mandate for RRPTs prior to seeking Board approval.

INTERNAL AUDIT

Our ARC is supported by CA which provides independent validation on the risk management, control and governance processes established by Management and/or our Board within our Group. The Vice President of CA reports functionally and administratively to our ARC Chairman. CA department comprises 15 auditors and is headed by Rizal Khalid who holds a Bachelor of Commerce (Accounting and Finance) from University of Melbourne, Australia 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 activities reflect its purpose, authority and responsibility and is in line with best practices promulgated by internal audit professional bodies. The latest CA Charter was approved by our ARC in June 2019.

At the beginning of FY20, 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. 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, Group Risk Management and PwC to monitor and ensure the effectiveness of the risk governance framework and management processes of our Group.

During FY20, our ARC reviewed and deliberated the findings and recommendations from CA's planned and ad-hoc reviews and the actions taken to implement the recommendations made in the reports. Management was invited from time to time to provide clarification on findings and updates on action items, where applicable. In certain instances, our ARC also challenged Management on the actions taken to ensure that material findings are adequately addressed within a reasonable time frame. Our ARC had also suggested various improvements to our Group's overall governance, risk and internal controls as well as reinforced an internal directive to hold individuals accountable for lapses in internal controls and governance.

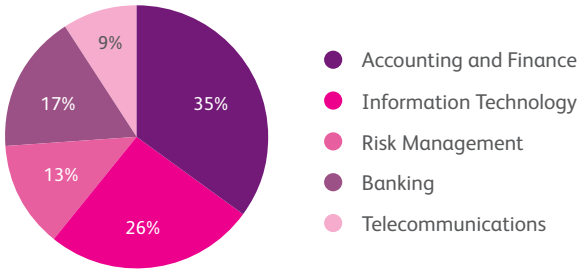
Planned reviews included financial, operational, technology and information systems audits and project reviews across Pay TV, Sales, Content, Human Capital, Procurement, Operations, Technology as well as other business units within our Group. Ad-hoc reviews included governance reviews related to policies and procedures, and 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 the status of action items is tabled quarterly at our ARC meetings.

Audit and Risk Committee Report

As at 31 January 2020, there were a total of 15 internal auditors based on an approved headcount of 16 auditors. All the internal auditors possess tertiary qualifications and the number of years of internal audit experience and competencies of the 15 auditors as at 31 January 2020 is as follows:

Years of internal audit experience	0 - 5	5 - 10	>10	Total
Number of auditors	3	2	10	15

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 could impair their objectivity or independence.

CA staff is kept abreast of developments in the profession and industry through attendance at trainings aimed at equipping them with the relevant skills appropriate to their respective levels. In addition, CA staff 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 for FY20 amounted to approximately RM4.3 million (FY19: RM5.7 million).

Our ARC has reviewed the CA function to ensure that its activities are performed independently, proficiently and with impartiality and due professional care, including its KPIs. The effectiveness of CA is assessed over the year based on specific measures that include (but are not limited to):

- feedback received from the audited business via an auditee satisfaction survey
- an annual review coordinated by the Company Secretary in February 2020 with feedback sought from our ARC, SLT and PwC. The areas assessed include audit planning and resources, skills and experience, and work programme
- external quality assessment review performed by KPMG in September 2019 which is a requirement under Section 1312 of the International Professional Practices Framework
- review of the performance appraisal and approval of performance rewards of the Vice President, CA

Based on the results of the evaluation, our ARC is satisfied with the performance of CA and recommended several areas of improvements for CA to focus on and address in FY21.

RISK MANAGEMENT AND INTERNAL CONTROLS

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

During FY20, our ARC assisted our Board in ensuring that a robust process for identifying, evaluating and managing the significant risks faced by our Group is in place and operating effectively. On a quarterly basis, our ARC reviewed our Group's risk profile with focus on the key risks identified on pages 52 to 55 as well as risk management systems and processes, including the risk appetite and tolerance.

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 quarterly ARC meetings. Our ARC also reviewed the Statement on Risk Management and Internal Control ("SORMIC") for inclusion in this IAR2020.

Further details on our Group's risk management process are included in the SORMIC on pages 144 to 150 that was also reviewed by our ARC.

OTHER MATTERS

- Received updates on the following areas:
  - o business and financial performance across our Group, including cost rationalisation measures
  - o competitive landscape in the industry that our Group competes in
  - o cyber security, treasury, tax, regulatory and legal matters
  - o updates on core systems for customer lifecycle management
  - o customer data quality and analytics
  - o insurance coverage adequacy

- Reviewed the disclosures reported to the Whistleblowing Line that are in place to enable whistleblowers to raise concerns in confidence; and the investigation into the disclosures reported to ensure that appropriate action is taken, where applicable.

  Our Group has adopted the Whistleblowing Policy and Procedures that were established to enable whistleblowers to raise concerns in confidence, and to ensure proportionate and independent investigation is duly conducted and follow-up action is taken and brought to the attention of our ARC. The Whistleblowing Policy and Procedures were last reviewed and updated in March 2020.

  During FY20, 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 FY20, our ARC is satisfied that there were no cases with significant impact to our Group.

- Reviewed the quarterly reports on the following areas:
  - o 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
  - o tax, including the status of tax filings and audits of selected entities of our Group by the Inland Revenue Board, among others
  - o 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 FY20 audited financial statements on pages 274 to 275

INTEGRATED AND SUSTAINABILITY REPORTING

Our ARC plays an oversight role in respect of this IAR2020. Our ARC considered the information disclosed in this IAR2020 and has assessed its consistency with operational and other information known to our ARC, and for consistency with the audited 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

The key priorities of our ARC for FY21 are to 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 on cyber security risk;
- improving processes and controls in the areas of customer retention, content acquisition, procurement and vendor management;
- rigorous monitoring of free cash flow projections in view of the COVID-19 pandemic and its economic implications;
- ensuring our Group's readiness for the implementation of Section 17A of the Malaysian Anti-Corruption Commission Act 2009 relating to corporate liability as well as any other relevant legislation; and
- rationalisation of the business and operations.

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 financial and non-financial risks that may affect the achievement of our business objectives and strategies to an acceptable level within our Group's risk appetite. The system only provides 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 in overseeing the risk management and internal control system of our Group. Our Board through our ARC is responsible for determining our Group's risk appetite and risk tolerance within which Management operates.

1. RISK MANAGEMENT

At Astro, risks are identified and managed through adoption of the Group Risk Management Framework (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 Strategy and Performance. The GRMF sets out the risk management governance, infrastructure, processes, and control responsibilities. It provides guidance for a systematic and consistent approach to identify, assess, implement, monitor and report risks throughout our Group. The GRMF underpins our Group Risk Management Policy (GRMP), which establishes minimum standards and procedures in ensuring the GRMF is consistently applied and complied with.

Our Group Risk Management ("GRM") team effectively drives the GRMF, which is routinely reviewed for effectiveness and applicability. The team participates in risk discussions regularly covering all key business risks of our Group to provide our Board and SLT with an independent view of the risks involved and assists them in making better informed decisions.

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 Group's risk appetite.

Our risk appetite parameters allow our Group to take measured risks to achieve its business objectives and strategies in ensuring a sustainable business model. We do not condone any practice that may impact our brand and reputation, customer and confidential data, service delivery standards, or result in regulatory non-compliance.

In FY20, the following key activities were undertaken:

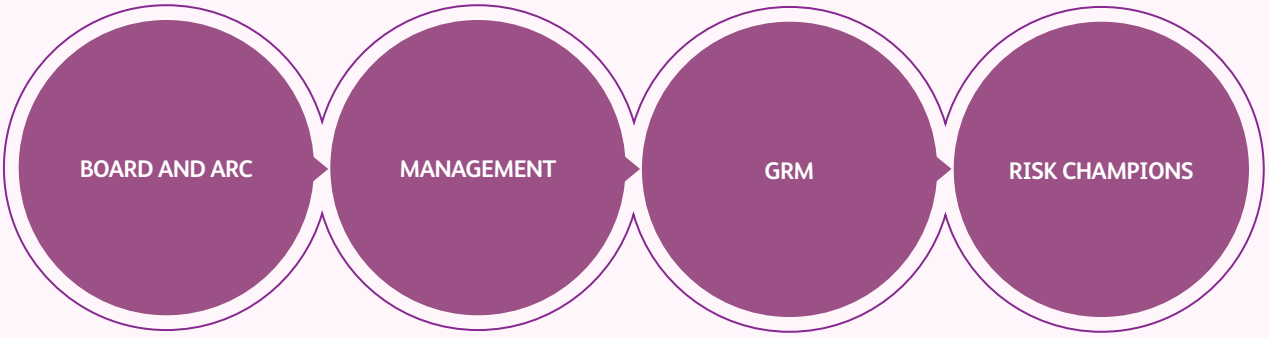
- Assessment of our Group's anti-corruption framework in accordance with Malaysian Anti-Corruption Commission (Amendment) Act 2018 to strengthen governance against potential corruption
- Continuous review of our Group's risk assessments against our risk appetite parameters
- Continuous monitoring and tracking of risk mitigation plans and regular risk reporting to our ARC and SLT for deliberation and guidance
- Ongoing initiatives to deepen understanding of evolving risks, and cultivate risk aware culture within our Group
- In view of the rapidly evolving and fluid situation surrounding the COVID-19 pandemic, our Board and Management are closely monitoring and pro-actively managing the COVID-19 situation, and its corresponding impact to business and operations

The function of our ARC is to drive effective risk management 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.

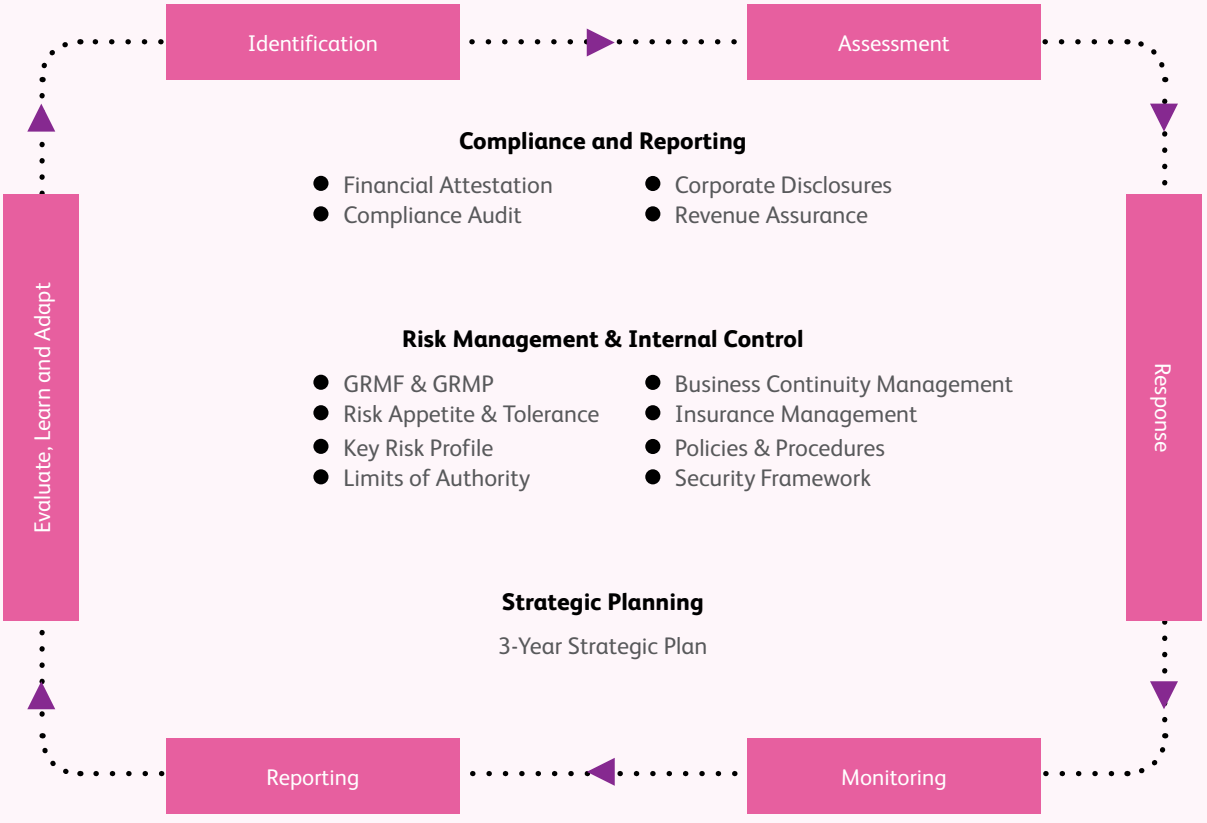
Our Group's Key Risk Profile on pages 52 to 55 is reviewed by our ARC. Our risk governance structure and risk management process is illustrated below:

RISK GOVERNANCE STRUCTURE AND RISK MANAGEMENT PROCESS

Risk Governance Structure



Risk Management Process



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 the application of CG best practices. Our Board and Management have demonstrated their commitment to maintain an effective internal control environment through continuous enhancements to the design of our internal control system to ensure controls are relevant, effective and robust to promote operational agility while ensuring the application of CG best practices and compliance to 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's Key Risk Profile is presented and deliberated by our ARC on a quarterly basis and where appropriate, our Board is updated accordingly.

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 a mandatory annual employee compliance training online.

2.2 Management

Management is committed to the identification, monitoring and management of risks associated with business activities. Our Management led by our GCEO and GCFO and supported by our SLT assesses, reviews, implements and monitors controls to effectively manage risks within our business.

Our SLT works closely with GRM to ensure effective and consistent adoption of risk management practices. Risk champions are appointed by our SLT to review and manage their respective key business risks. These periodic reviews include 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's Key Risk Profile is deliberated upon by our SLT monthly 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 our SLT in FY20 include business sustainability risk due to shifts in consumption trend, consumer spending, economic and political uncertainties; competition risk resulting from structural changes in the media landscape and global streaming wars; online piracy and its growing sophistication; rapid digitalisation and speed to market, personalised customer journey and experience; security threats and breaches; effective supply chain management and cost management to ensure optimal operations and business continuity; and talent management risk in executing key business strategies.

2.3 Group Risk Management

GRM is led by our GCFO who reports to our ARC on the identified key risk profile, alongside with the status of prevention and mitigation action plans. GRM proactively monitors our Group Key Risk Profile through reviews and assessments reflecting changes to the business and regulatory environment.

GRM ensures the maintenance of the GRMF which is reviewed on an ongoing basis for effectiveness and applicability. GRM also maintains a comprehensive insurance programme for our Group to safeguard our Group's assets against possible material losses arising from 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 exposures and appetite.

2.4 Corporate Assurance and External Auditors

Corporate Assurance (CA) and external auditors provide independent assurance on the effectiveness of our Group's risk management practices and control environment.

CA plays an important role in our Board's efforts to ensure risk management processes are adequate and effective. Our Group's Key Risk Profile and corresponding risk mitigation plans are reviewed by CA. Included within this review process is an assessment of the appropriateness of controls to address identified improvement areas.

The roles and responsibilities of our CA function and activities of the external auditors are set out in the ARC Report on pages 138 to 143.

2.5 Regulatory

In line with the Communication and Multimedia Act 1998 as well as other laws, rules, regulations, and policies which govern our Group's businesses, the Regulatory team continuously engages internal and external stakeholders, including MCMC to preserve a conducive operating environment in compliance with regulatory requirements. The Regulatory team also manages matters relating to our Group's IPs, including engaging and collaborating with regulators, content providers and industry players, and taking proactive actions while providing enforcement assistance to combat content piracy across digital platforms.

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.

In FY20, a review of contract governance was conducted to ensure that controls in place are adequate, effective and relevant.

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 policies and procedures including the list of Board Reserved Matters and conflicts of interest as well as advising our Directors of their responsibilities and changes in the relevant legislations and the regulatory environment, including the Act and the MMLR.

In FY20, a briefing on the new corporate liability provision under the Malaysian Anti-Corruption Commission (Amendment) Act 2018 was conducted for our Board and Management to create awareness and facilitate understanding of the new law and its potential impact to our Group.

2.8 Revenue Assurance Framework

A Revenue Assurance (RA) 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 a monthly RA dashboard for our SLT on identified Pay-TV revenue issues. The dashboard is reviewed by the external auditors and CA as part of their annual audit.

2.9 Procurement Manual and Investment Framework

The processes for acquisition, invoicing, payment and investment are governed by the Procurement Manual and Investment Framework.

The Procurement Manual sets forth the Acquisition Guiding Principles and the Invoicing and Payment Processing Guidelines within our Group. The Acquisition Guiding Principles serve as a key tool in ensuring all acquisition activities are conducted in a transparent manner and in the best interests of our Group while the Invoicing and Payment Processing Guidelines provide controls and procedures on invoicing and payment processes. Such Principles are reviewed on an annual basis to ensure a consistent acquisition approach is applied throughout our Group with benchmarking against best industry practices.

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

The Investment Framework sets forth the guidelines to ensure all investment activities are aligned with our Group's strategic priorities. These are assessed in an efficient and effective manner to allow for informed commercial decisions to be made with the approval of our Board and SLT.

Statement on Risk Management and Internal Control

2.10 Systems, Data and Information Security

Continuous monitoring and implementation of the latest security controls have been established to manage emerging cyber security threats and safeguard customer data, content and assets. This includes, implementation of relevant security appliances and systems, conducting security awareness, vulnerability assessment and penetration test exercises, managing the 24/7 Security Operation Centre and 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 v3.2.1 and benchmarking of our security programmes with industry best practices.

We established the Personal Data Protection Policy, which outlines our Group's data protection obligations required of all employees. The policy is aligned to the Personal Data Protection Act 2010 (PDPA), which protects personal information of an individual being processed for commercial transaction purposes.

In addition, the AMH Security Council provides strategic oversight of our Group's physical and cyber security management practices in ensuring all security threats including content piracy and data breach are effectively managed, as well as the continuous enhancement of our ISMS and AMH Security Framework. The Council consistently educates and communicates the requirement of IT security and PDPA across our Group to heighten awareness and compliance while enhancing control.

In FY20, the following key initiatives were undertaken:

- Penetration exercises was carried out on our Group's systems, applications and infrastructure to reduce the impact of service interruption arising from malicious activities, cyber attacks, negligence and malware
- Conducted a group-wide Red Team cyber assessment exercise. The results and status of remedial actions were reported to our ARC
- Released the DevSecOps platform incorporating security into the DevOps process to ensure cloud-based development security

We continuously implement enhancements and remedial actions to mitigate the vulnerabilities identified from the exercises.

2.11 Business Continuity Management Framework

The Business Continuity Management Framework aims to minimise the impact of business disruptions through enhancing operational resiliency to effectively respond to threats and disruptions. This includes establishing system and operational infrastructure redundancies and alternate sites to minimise service disruptions, as well as minimising financial losses 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 employees' safety. In FY20, our Group's BCP maintenance activities were successfully conducted, including:

- Engagement sessions to increase awareness and create a business continuity aware culture within our Group
- Call tree and walkthrough tests were conducted to ensure preparedness and effective responses to maintain continuity of key business operations during disruptions
- Crisis management plan was also reviewed and updated periodically to ensure recovery strategies are adequate, effective and relevant across all key business functions of our Group

The results of the BCP maintenance activities are approved 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. Existing controls are continuously enhanced with learnings from compliance audits and process improvement reviews. KCC is reviewed and approved by heads of business units to validate the effectiveness of their respective controls.

2.13 Limits of Authority

Management's LOA stipulates the key decision-making and approval authority delegated by our Board to Management for operational efficiency. Any amount in excess of our GCEO's delegated LOA requires Board approval. These limits are reviewed regularly and approved by GCEO and GCFO, and where required, by our Board, in tandem with changes in business operations, as well as corporate and organisational structure.

GRM oversees and reviews the LOA framework on a regular basis. The reviews include streamlining of the LOA to provide an efficient mechanism of delegating and managing approval authorities to ensure the LOA process remains fit-for-purpose and complements ongoing strategic priorities.

2.14 Strategic business budgeting and reporting

Our Group is guided by our 3-Year transformation plan outlining key business objectives and strategic priorities which are reviewed annually. This ensures consistent revenue performance and optimisation of operating costs for sustainable business growth.

Management reviews business performance against strategies and reports to the SBTC, which assists our Board in overseeing transformation projects. On a quarterly basis, financial and operational reports are provided to our ARC and Board explaining significant variances and the relevant mitigating actions taken. Our Group releases quarterly unaudited financial results and annual audited financial statements to Bursa Malaysia and the public, including analysts and investors.

2.15 Total performance management system

Our Group's performance management system is guided by our corporate core values that outline the knowledge, skill and behaviour expectations of our employees. Our talent development plan focuses on upskilling and reskilling employees to drive innovation. This enables employees to achieve their career paths and builds a sustainable talent pipeline for Astro, creating a conducive working environment while facilitating succession planning.

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.

In FY20, our revamped performance management system focuses on aligning our Group's goals and values by cascading key KPIs to all employees to drive a culture of inclusivity, accountability and creativity while promoting group-wide collaboration.

2.16 Anti-bribery management and COBE

Our Group does not tolerate any form of corruption and aims to prevent, detect and eliminate corrupt practices.

While we already have in place various policies and processes to address incidences of bribery and corruption, we have recently enhanced our policy in line with global best practices and governance standards. A dedicated working committee has been appointed to oversee the implementation of the programme. Astro's Anti-Corruption Framework and related policies and procedures were approved by our Board in March 2020.

The COBE serves as a guiding policy, enabling employees to practise high ethical business standards and governing the way our Group conducts dealings with all stakeholders. It is designed to reduce, if not eradicate, corrupt practices and occurrences of bribery. Our employees are prohibited from engaging in any fraudulent activities such as offering or receiving bribery and kickbacks.

The policy also 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 is taken against employees found in breach of the policy.

The COBE is communicated to all employees via our Group's intranet and all employees are required to complete an annual COBE assessment online.

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 has been established for whistleblowers to raise their concerns on any suspected violations of our Group's values and principles without fear of reprisal. Whistleblowers are encouraged to disclose their names to facilitate investigations and to ensure disclosures are made in good faith. Their identities are kept confidential to protect them from potential harassment or victimisation at work.

The Whistleblower Line is independently managed by CA who also assumes primary responsibility for the investigation and reporting of Disclosures. All Disclosures received from employees and external parties via the Whistleblower Line are investigated, with findings and recommendations being reported to our ARC and/or GCEO on a quarterly basis, or more frequently where necessary.

Statement on Risk Management and Internal Control

2.18 Information and communication

There are regular internal communications to keep employees across the Group informed and engaged with new developments, activities and announcements including employee engagement surveys conducted on a semi-annual basis, townhalls, email communications and through our internal portal.

Our Group has established operating policies and procedures which comply with relevant laws and regulations. These policies are published and updated on our internal portal for easy access by employees.

These reinforced initiatives contribute towards an 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.

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 system which include:

1. Management representation made to our Board by our GCEO and GCFO in relation to the adequacy of our Group's risk management and internal control system in all material aspects. Any exceptions identified during the assessment period were highlighted to our ARC.

2. Our Group's Key Risk Profile that incorporates the identification of emerging risks, preventive and mitigation strategies was presented to our ARC on a quarterly basis.

3. Our ARC reviewed the process and compliance exceptions identified by CA and external auditors on a quarterly basis. The implementation of recommendations from both parties were tracked and reported to our ARC quarterly.

4. Our ARC also reviewed the quarterly reports on matters relating to treasury, tax, regulatory compliance, related party transactions and status of material litigations to ensure all significant matters are identified and highlighted to our Board on a timely basis.

5. The established Disciplinary Committee reviewed all matters pertaining to employee misconduct. The said commitee meets whenever necessary to deliberate and ensure all concerns and allegations raised are duly investigated and addressed. Our Industrial Relations team reporting to the Director, People & Workplace, provides recommendations to the said committee on the appropriate disciplinary actions to be taken against employees who are found guilty of misconduct. All disciplinary actions against employees must be approved by our GCEO. The disciplinary procedures are reviewed and periodically updated.

Management has taken the necessary actions to remedy weaknesses identified in FY20. Our Board and SLT 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 in FY20 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 IAR2020.

Our Board has also obtained reasonable assurance from our GCEO and GCFO that our Group's risk management and internal control system is 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 has come to the external auditors' attention that caused them 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 factually inaccurate.

Directors' Responsibility Statement

The Companies Act 2016 ("the Act") requires the Directors to prepare financial statements for each financial year in accordance with the requirements of the Act, Malaysian Financial Reporting Standards ("MFRS"), the International Financial Reporting Standards ("IFRS") and the Main Market Listing Requirements of Bursa Securities ("MMLR") and to present these before the Company at its Annual General Meeting.

The Directors are responsible for the preparation of financial statements that give a true and fair view of the financial position of the Group and the Company as at 31 January 2020 and of their financial performance and cash flows for the financial year then ended.

The Act also requires the Directors to keep such accounting and other records that will enable them to sufficiently explain the transactions and financial position of the Group and the Company, and to prepare true and fair financial statements and any documents required to be attached thereto, as well as to keep such records in such manner as to enable them to be conveniently and properly audited.

In preparing the FY20 financial statements in conformity with MFRS, the Directors have used certain critical accounting estimates and assumptions. In addition, the Directors have exercised their judgement in the process of applying the appropriate and relevant accounting policies.

The Directors have also relied on the accounting and internal control systems to ensure that the assets of the Company are safeguarded against loss from unauthorised use or disposition and the information generated for the preparation of the financial statements are true and fair and are free from material misstatement.

Directors' Report

For the Financial Year Ended 31 January 2020

The Directors are pleased to submit their report to the members together with the audited financial statements of the Group and of the Company for the financial year ended 31 January 2020.

Principal Activities

The principal activity of the Company is investment holding. The Group is primarily engaged in the provision of television services; radio services; film library licensing; content creation, aggregation and distribution; talent management; multimedia interactive services; digital media and home shopping.

There were no significant changes in the nature of these activities of the Group and the Company during the financial year.

The Company and its subsidiaries are collectively referred to as the Group. The details of the subsidiaries are set out in Note 15 to the financial statements.

Financial Results

	Group RM'000	Company RM'000
Profit for the financial year	644,615	776,576
Attributable to:		
Equity holders of the Company	655,298	776,576
Non-controlling interests	(10,683)	-
	644,615	776,576

Dividends

The dividends on ordinary shares paid or declared by the Company since 31 January 2019 were as follows:

	RM'000
In respect of the financial year ended 31 January 2019:	
Fourth interim single-tier dividend of RM0.015 per share on 5,214,314,500 ordinary shares, declared on 26 March 2019 and paid on 25 April 2019	78,215
In respect of the financial year ended 31 January 2020:	
First interim single-tier dividend of RM0.02 per share on 5,214,314,500 ordinary shares, declared on 25 June 2019 and paid on 25 July 2019	104,286
Second interim single-tier dividend of RM0.02 per share on 5,214,314,500 ordinary shares, declared on 12 September 2019 and paid on 11 October 2019	104,286
Third interim single-tier dividend of RM0.02 per share on 5,214,506,700 ordinary shares, declared on 4 December 2019 and paid on 3 January 2020	104,290
	312,862

Dividends (Cont'd.)

Subsequent to the financial year, on 25 March 2020, the Directors declared a fourth interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares in respect of the financial year ended 31 January 2020, amounting to RM78,217,601, which had been paid on 24 April 2020.

The Directors do not recommend any final dividend to be paid for the financial year ended 31 January 2020.

Total dividend declared in respect of the financial year ended 31 January 2020 amounts to 7.5 sen, equating to a 60% dividend payout ratio. For comparative purposes, total dividend declared in respect of the financial year ended 31 January 2019 amounted to 9.0 sen, equating to a 101% dividend payout ratio. This represents a departure from AMH's dividend policy of paying out at least 75% of consolidated profits for the financial year, provided that such distribution will not be detrimental to our Group's cash requirements, or any plans approved by our Board.

Given unprecedented levels of uncertainty and volatility globally stemming from the COVID-19 pandemic, the Board believes this prudent approach is the best course of action, allowing for liquidity to be conserved and our Group's balance sheet to be strengthened. The Board and management are closely monitoring and proactively managing the COVID-19 situation, and its corresponding impact to business and operations.

Reserves and Provisions

All material transfers to or from reserves or provisions during the financial year are disclosed in the financial statements.

Share Capital

During the financial year, the total number of issued shares of the Company has increased from 5,214,314,500 ordinary shares to 5,214,506,700 ordinary shares. The increase in the issued ordinary shares of the Company arose from the vesting of share awards granted to eligible employees pursuant to the Management Share Scheme ("Share Scheme") of the Company, details of which are disclosed in Note 7(a) to the financial statements. The abovementioned new ordinary shares rank pari-passu in all respects with the existing ordinary shares of the Company.

Management Share Scheme

The Company established the Share Scheme, which came into effect on 20 September 2012. An eligible executive or eligible employee who accepts an offer under the Share Awards ("Grantee") shall pay a sum of RM1.00 as consideration for acceptance of that offer. Subject to the terms and conditions of the By-Laws governing the Share Scheme, the Grantees shall be entitled to receive new ordinary shares to be issued pursuant to the Share Awards, on the scheduled vesting dates without further payment, subject to meeting the vesting conditions as set out in their respective letters of offer for their Share Awards, which comprise the performance targets stipulated by the Remuneration Committee of the Company.

The Share Scheme shall be in force for a period of ten years commencing from the date on which the Share Scheme becomes effective and no share under a share award shall vest beyond the expiry of the duration of the Share Scheme. The Company's Share Scheme consists of Restricted Share Units ("RSU") and Performance Share Units ("PSU").

Details of the Share Scheme are disclosed in Note 7(a) to the financial statements.

Directors' Report

For the Financial Year Ended 31 January 2020

Directors

The Directors in office during the financial year and during the period from the end of the financial year to date of the report are:

Tun Dato' Seri Zaki bin Tun Azmi
Datuk Yvonne Chia
Renzo Christopher Viegas
Lim Ghee Keong
Simon Cathcart
Tunku Alizakri bin Raja Muhammad Alias (appointed on 15 February 2019)
Mazita binti Mokty (appointed on 15 February 2019)
Nik Rizal Kamil bin Nik Ibrahim Kamil (appointed on 1 September 2019)
Nurhisham bin Hussein (appointed as Alternate Director to Tunku Alizakri bin Raja Muhammad Alias on 17 May 2019)
Richard John Freudenstein (resigned on 31 August 2019)
Shahin Farouque bin Jammal Ahmad (resigned on 31 August 2019)
Vernon Das (Alternate Director to Lim Ghee Keong) (appointed on 15 February 2019 and resigned on 31 August 2019)

The names of the Directors of the Company's subsidiaries are set out in the respective subsidiaries' financial statements and the information is deemed incorporated herein by such reference and made a part thereof.

Directors' Benefits

Save as disclosed in Note 7(a) to the financial statements, during and at the end of the financial year ended, there are no other arrangements that subsisted to which the Company is a party, being arrangements with the object or objects of enabling the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than benefits shown under Directors' remuneration below) by reason of a contract made by the Company or a related corporation with the Director, or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

Directors' Interests in Shares and Debentures

According to the Register of Directors' shareholdings required to be kept under Section 59 of the Companies Act 2016, particulars of interest of Directors who held office at the end of the financial year in the shares in the Company ("AMH Shares") are as follows:

	Number of ordinary shares			
	As at 1.2.2019/ date of appointment	Acquired	Disposed	As at 31.1.2020
Tun Dato' Seri Zaki bin Tun Azmi	1,050,000	-	-	**1,050,000**
Datuk Yvonne Chia	100,000	-	-	**100,000**
Renzo Christopher Viegas	100,000	50,000	(50,000)	**100,000**
Lim Ghee Keong	1,000,000	-	-	**1,000,000**
Tunku Alizakri bin Raja Muhammad Alias	5,000	-	-	**5,000**

Other than as disclosed above, according to the Register of Directors' shareholdings, none of the Directors in office at the end of the financial year held any interest in shares, grants and options over shares in the Company or in its related corporations during the financial year.

Directors' Remuneration

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Fees and meeting allowances	**3,039**	2,409	**3,029**	2,399
Salaries and bonus	**20,428**	32,229	**-**	-
Defined contribution plans	**3,226**	4,981	**-**	-
Estimated money value of benefits-in-kind	**53**	118	**30**	30
Share-based payments	**-**	141	**-**	-
Separation scheme	**504**	6,252	**-**	-
Total Directors' remuneration	**27,250**	46,130	**3,059**	2,429

Included in the analysis above is remuneration for Directors of the Company and its subsidiaries in accordance with the requirements of Companies Act 2016. Expenses incurred on indemnity given or insurance effected for any Director and officer of the Company and its subsidiaries during the financial year amounted to RM367,000 (2019: RM380,000).

Statutory Information on the Financial Statements

Before the financial statements of the Group and Company were prepared, the Directors took reasonable steps:

(a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and

(b) to ensure that any current assets which were unlikely to realise in the ordinary course of business their values as shown in the accounting records of the Group and Company had been written down to an amount which they might be expected so to realise.

At the date of this report, the Directors are not aware of any circumstances:

(a) which would render the amounts written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and Company inadequate to any substantial extent; or

(b) which would render the values attributed to the current assets in the financial statements of the Group and Company misleading; or

(c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and Company misleading or inappropriate.

At the date of this report, there does not exist:

(a) any charge on the assets of the Group or Company which has arisen since the end of the financial year which secures the liability of any other person; or

(b) any contingent liability of the Group or Company which has arisen since the end of the financial year.

Directors' Report

For the Financial Year Ended 31 January 2020

Statutory Information on the Financial Statements (Cont'd.)

No contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may substantially affect the ability of the Group or the Company to meet their obligations when they fall due.

At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements misleading.

In the opinion of the Directors:

(a) the results of the Group's and Company's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

(b) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group or Company for the financial year in which this report is made.

Significant and Post Balance Sheet Events

The significant events during the year and post balance sheet events are as disclosed in Note 38 and Note 43 respectively to the financial statements.

Auditors and Auditors' remuneration

The auditors, PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), have expressed their willingness to accept re-appointment as auditors.

Details of auditors' remuneration are set out in Note 6 to the financial statements.

Signed on behalf of the Board of Directors in accordance with the approval granted by the Board of Directors on 30 April 2020.

TUN DATO' SERI ZAKI BIN TUN AZMI
DIRECTOR

RENZO CHRISTOPHER VIEGAS
DIRECTOR

Kuala Lumpur

Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, Tun Dato' Zaki bin Tun Azmi and Renzo Christopher Viegas, the Directors of Astro Malaysia Holdings Berhad, do hereby state that, in the opinion of the Directors, the financial statements set out on pages165 to 282 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 January 2020 and financial performance of the Group and of the Company for the financial year ended 31 January 2020 in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Signed on behalf of the Board of Directors in accordance with the approval granted by the Board of Directors on 30 April 2020.

TUN DATO' SERI ZAKI BIN TUN AZMI
DIRECTOR

RENZO CHRISTOPHER VIEGAS
DIRECTOR

Kuala Lumpur

Statutory Declaration

Pursuant to Section 251(1) of the Companies Act 2016

I, Shafiq Abdul Jabbar, the officer primarily responsible for the financial management of Astro Malaysia Holdings Berhad, do solemnly and sincerely declare that, the financial statements set out on pages 165 to 282, are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

SHAFIQ ABDUL JABBAR
(MIA Number: 23405)

Subscribed and solemnly declared by the above named Shafiq Abdul Jabbar at Kuala Lumpur in Malaysia on 30 April 2020, before me.

COMMISSIONER FOR OATHS

PESURUHJAYA SUMPAH
W726
MARY-ANN OOI SUAN KIM
BC/M/1808
14.09.18 - 31.12.2020
MALAYSIA

ALAMAT PESURUHJAYA SUMPAH PEGUAM BELA DAN PEGUAM CARA
V2-08-05, LEVEL 8, LINGKARAN SV, SUNWAY VELOCITY, JALAN PERI,
MALURI, CHERAS, 55100 KUALA LUMPUR, MALAYSIA

Independent Auditors' Report

To the Members of Astro Malaysia Holdings Berhad
(Incorporated in Malaysia)
(Company No. 201101004392 (932533-V))

Report on the Audit of the Financial Statements

Our opinion

In our opinion, the financial statements of Astro Malaysia Holdings Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 31 January 2020, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

What we have audited

We have audited the financial statements of the Group and of the Company, which comprise the balance sheets as at 31 January 2020 of the Group and of the Company, and the income statements, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 165 to 282.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the "Auditors' responsibilities for the audit of the financial statements" section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Our audit approach

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements of the Group and of the Company. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group and of the Company, the accounting processes and controls, and the industry in which the Group and the Company operate.

Report on the Audit of the Financial Statements (Cont'd.)

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters	How our audit addressed the key audit matters
Goodwill, intellectual properties, brands, spectrums and cost of investments in subsidiaries impairment assessment *Refer to Note 3E – Summary of significant accounting policies – Intangible assets, Note 4 – Critical accounting estimates and judgements, Note 20 – Intangible assets and Note 15 – Investment in subsidiaries.* (a) Goodwill, intellectual properties, brands and spectrums We focused on this area due to the size of the goodwill, intellectual properties, brands and spectrums balance of RM1,549 million as at 31 January 2020. Management's assessment of the value in use ("VIU") of the Group's cash generating units ("CGUs") involves significant judgements and estimates about the future results of the business and key assumptions applied to future cash flow projections. The goodwill has been allocated to the Television, Radio segments and others. Intellectual properties were allocated to others while the brands and spectrums have been allocated to the Radio segment. For the year ended 31 January 2020, management performed an impairment assessment over the goodwill, intellectual properties, brands and spectrums, as well as a sensitivity analysis over the VIU calculations, by varying the key assumptions used (compound revenue growth rates in the projection periods, discount rates) to assess the impact on the impairment assessment.	We performed the following audit procedures on the VIU calculation which was based on the approved financial budget for 2021 and cash flow projections for the next 4 years with terminal values at the end of year 5: • Agreed the VIU cash flows to the financial budget and cash flow projections approved by the Directors; • Compared the 2020 actual results with the figures included in the prior year VIU cash flows for 2020 to consider whether these forecasts included key assumptions that, with hindsight, had been optimistic; • Discussed with management the basis of the key assumptions being applied in the VIU cash flows and performed the following in respect of the key assumptions used in the Television, Radio and other CGUs: (i) compared the compounded revenue growth rates in the projection periods to historical results and industry forecasts; (ii) assessed the components used in determining discount rates used in the model by taking into consideration risks associated with the cash flows and comparing them to market data and industry research with the assistance of our valuation experts; (iii) compared the terminal growth rates used in determining the terminal value to market forecast; and • Checked management's sensitivity analysis on the key assumptions used in the impairment assessment to assess the possible changes to any of the key assumptions that would cause the recoverable amount to be less than the carrying amount. Based on the procedures performed above, we did not find any material exceptions to the Directors' conclusion that no impairment is required for goodwill, intellectual properties, brands and spectrums as at 31 January 2020.

Independent Auditors' Report

To the Members of Astro Malaysia Holdings Berhad
(Incorporated in Malaysia)
(Company No. 201101004392 (932533-V))

Report on the Audit of the Financial Statements (Cont'd.)

Key audit matters (Cont'd.)

Key audit matters	How our audit addressed the key audit matters
Goodwill, intellectual properties, brands, spectrums and cost of investments in subsidiaries impairment assessment (Cont'd) (b) Cost of investments in subsidiaries (Company financial statements) As at 31 January 2020, the carrying value of investments in subsidiaries is RM7,209 million. Management performed impairment assessments of certain investments in subsidiaries, which had impairment indicators. We focused on this area due to the significant judgements and assumptions made by management in determining the recoverable amount of the investments given the current operating environment. The recoverable amounts of investments in subsidiaries were determined based on discounted cash flows taking into account financing and tax cash flows of subsidiaries which are available for distribution as dividends.	In addition to the procedures performed on the cash flows from the goodwill, intellectual properties, brands and spectrums as described above, we performed the following audit procedures: (i) agreed the cash flows used to determine the recoverable amount of the investments in subsidiaries to cash flows used to determine the recoverable amount of goodwill, intellectual properties, brands and spectrums which we have assessed above; (ii) checked that the cash flows used to determine the recoverable amount of the investments in subsidiaries had been appropriately adjusted for financing and tax cash flows of the respective subsidiaries; and (iii) checked the reasonableness of the discount rate with the assistance of our valuation experts. Based on the procedures performed above, we did not find any material exceptions to the Directors' conclusion that no impairment is required for investments in subsidiaries as at 31 January 2020.

Report on the Audit of the Financial Statements (Cont'd.)

Key audit matters (Cont'd.)

Key audit matters	How our audit addressed the key audit matters
Subscription revenue recognition *Refer to Note 3Q – Summary of Significant Accounting Policies – Revenue recognition and Note 5 – Revenue.* The Group recorded subscription revenue of RM3,624 million for the financial year ended 31 January 2020 and it represents a significant component of the Group's revenue. Given the complexity of the billing and accounting systems, there is an increased level of inherent risk due to error in revenue recognition, in particular surrounding the accuracy and recognition period of the subscription revenue transactions. We focused on this area as the accuracy and recognition period of subscription revenue involved the use of complex billing and accounting systems to process a large volume of data which includes multiple subscription packages.	We performed the following audit procedures: • Tested the overall IT general controls of the billing and accounting systems of the revenue data recorded; • Tested the application controls on the accounting system of the revenue data recorded; • Recomputed contract liabilities on a sample basis and compared the calculation to the general ledger to assess proper revenue recognition period; • Tested automated controls over pricing changes in relation to subscription packages; and • Used Computer Assisted Audit Techniques to assess whether subscription revenue transactions are captured accurately in the appropriate periods by performing the following: (i) compared on a sample basis the revenue captured in the billing system to the accounting system; (ii) reconciled the charges billed to the subscriber to the services delivered; and (iii) profiled data to identify any potential unusual manual journals entries in subscription revenue account for further analysis. Based on our procedures, we noted no material exceptions in the accuracy and recognition period of the subscription revenue.

Independent Auditors' Report

To the Members of Astro Malaysia Holdings Berhad
(Incorporated in Malaysia)
(Company No. 201101004392 (932533-V))

Report on the Audit of the Financial Statements (Cont'd.)

Key audit matters (Cont'd.)

Key audit matters	How our audit addressed the key audit matters
Assessment of funding requirements and ability to meet the short term obligations *Refer to Note 37(b) – Financial Instruments – Liquidity Risk.* As at 31 January 2020, the Group had short term borrowings of RM479 million and payables and accruals of RM1,104 million. We focused on the Group's funding and ability to meet their short term obligations due to the significant amount of the short term borrowings and payables and accruals, which resulted in the current liabilities of the Group exceeding current assets by RM61 million at that date. The Group's ability to obtain funding is disclosed in Note 37(b) to the financial statements.	We performed the following audit procedures: • Checked management's cash flow forecasts for the Group over the next 12 months to the financial budget which includes operating, investing and financing cash flows approved by the Directors; • Discussed with management on key assumptions used in the cash flow forecasts comprising cash collection trends for subscription revenue, expected foreign exchange rates being used to project payments to vendors and significant transactions included in developing the cash flow forecasts for the Group; • Checked the borrowing repayment terms of the Group against the loan agreements; and • Checked management's sensitivity analysis on the assumptions used in the cash flow forecast to assess the possible changes to key assumptions that would cause a deficit in the cash flow forecast. Based on the procedures performed above, we did not note material exceptions to management's assessment of the Group's ability to meet their short term obligations.

Information other than the financial statements and auditors' report thereon

The Directors of the Company are responsible for the other information. The other information comprises the Directors' Report and other sections of the FY20 Integrated Annual Report but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Report on the Audit of the Financial Statements (Cont'd.)

Responsibilities of the Directors for the financial statements

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

(a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

(d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

(e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditors' Report

To the Members of Astro Malaysia Holdings Berhad
(Incorporated in Malaysia)
(Company No. 201101004392 (932533-V))

Report on the Audit of the Financial Statements (Cont'd.)

Auditors' responsibilities for the audit of the financial statements (Cont'd.)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also (Cont'd.):

(f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 15 to the financial statements.

Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

PAULINE HO
02684/11/2021 J
Chartered Accountant

Kuala Lumpur
30 April 2020

Income Statements

For the Financial Year Ended 31 January 2020

	Note	Group		Company	
		2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Revenue	5	**4,911,803**	5,479,048	**808,686**	496,632
Cost of sales		**(3,016,242)**	(3,534,266)	**-**	-
Gross profit		**1,895,561**	1,944,782	**808,686**	496,632
Other operating income		**10,268**	10,109	**247**	43
Marketing and distribution costs		**(384,799)**	(491,098)	**(179)**	(311)
Administrative expenses		**(448,927)**	(532,037)	**(18,085)**	(24,069)
Finance income	9(a)	**29,405**	37,812	**7,795**	40,261
Finance costs	9(b)	**(238,915)**	(317,077)	**(21,851)**	(69,009)
Share of post tax results from investments accounted for using the equity method		**87**	796	**-**	-
Impairment of investments accounted for using the equity method		**-**	(2,142)	**-**	-
Profit before tax	6	**862,680**	651,145	**776,613**	443,547
Tax expense	10	**(218,065)**	(190,321)	**(37)**	13
Profit for the financial year		**644,615**	460,824	**776,576**	443,560
Attributable to:					
Equity holders of the Company		**655,298**	462,921	**776,576**	443,560
Non-controlling interests		**(10,683)**	(2,097)	**-**	-
		644,615	460,824	**776,576**	443,560
Earnings per share attributable to equity holders of the Company (RM):					
- Basic	11	**0.13**	0.09		
- Diluted	11	**0.13**	0.09		

The accompanying notes on pages 176 to 282 form part of these financial statements.

Statements of Comprehensive Income

For the Financial Year Ended 31 January 2020

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Profit for the financial year	**644,615**	460,824	**776,576**	443,560
Other comprehensive (loss)/income:				
Items that will be reclassified subsequently to profit or loss:				
Net change in derivatives used for hedging	**(1,144)**	68,469	**(1,798)**	(1,609)
Net change in financial assets	**6,572**	-	**-**	-
Foreign currency translation	**764**	(9,683)	**-**	-
Taxation	**(34)**	(17,430)	**-**	-
Other comprehensive income/(loss), net of tax	**6,158**	41,356	**(1,798)**	(1,609)
Total comprehensive income	**650,773**	502,180	**774,778**	441,951
Attributable to:				
Equity holders of the Company	**661,456**	504,277	**774,778**	441,951
Non-controlling interests	**(10,683)**	(2,097)	**-**	-
	650,773	502,180	**774,778**	441,951

The accompanying notes on pages 176 to 282 form part of these financial statements.

Consolidated Balance Sheet

As at 31 January 2020

	Note	Group 2020 RM'000	Group 2019 RM'000
Non-Current Assets			
Property, plant and equipment	13	**720,527**	2,233,114
Right-of-use assets	14	**1,316,381**	-
Investment in associates	16	**-**	-
Investment in joint ventures	17	**2,214**	2,127
Other investments	18	**10,657**	4,085
Receivables	22	**218,880**	180,054
Derivative financial instruments	25	**33,639**	83,171
Deferred tax assets	27	**128,689**	123,510
Intangible assets	20	**2,023,727**	2,091,910
		4,454,714	4,717,971
Current Assets			
Inventories	21	**13,095**	16,284
Receivables	22	**668,913**	808,430
Contract assets	5	**8,557**	9,625
Derivative financial instruments	25	**58,327**	64,869
Other investments	18	**647,167**	348,680
Tax recoverable		**9,550**	10,213
Deposits, cash and bank balances	23	**338,095**	283,486
		1,743,704	1,541,587
Current Liabilities			
Payables	24	**1,103,803**	1,257,841
Contract liabilities	5	**174,248**	208,720
Derivative financial instruments	25	**14,834**	11,557
Borrowings	26	**478,685**	474,949
Tax liabilities		**33,123**	26,757
		1,804,693	1,979,824
Net Current Liabilities		**(60,989)**	(438,237)

The accompanying notes on pages 176 to 282 form part of these financial statements.

Consolidated Balance Sheet

As at 31 January 2020

	Note	Group 2020 RM'000	Group 2019 RM'000
Non-Current Liabilities			
Payables	24	**319,392**	411,619
Derivative financial instruments	25	**3,422**	4,045
Borrowings	26	**3,042,874**	3,095,721
Deferred tax liabilities	27	**89,277**	89,441
		3,454,965	3,600,826
NET ASSETS		**938,760**	678,908
Capital and reserves attributable to equity holders of the Company			
Share capital	28	**6,728,415**	6,727,947
Exchange reserve		**4,132**	3,368
Capital reorganisation reserve	29	**(5,470,197)**	(5,470,197)
Hedging reserve	30	**679**	1,857
Fair value reserve	31	**6,572**	-
Share scheme reserve	32	**-**	312
Accumulated losses		**(413,798)**	(678,019)
		855,803	585,268
Non-controlling interests		**82,957**	93,640
TOTAL EQUITY		**938,760**	678,908

The accompanying notes on pages 176 to 282 form part of these financial statements.

Company Balance Sheet

As at 31 January 2020

	Note	Company 2020 RM'000	Company 2019 RM'000
Non-Current Assets			
Property, plant and equipment	13	**21**	33
Investment in subsidiaries	15	**7,209,297**	7,169,297
Advances to subsidiaries	19	**-**	51,785
Derivative financial instruments	25	**26,472**	80,989
Deferred tax assets	27	**221**	258
Intangible assets	20	**-**	-
		7,236,011	7,302,362
Current Assets			
Receivables	22	**283,871**	76,540
Derivative financial instruments	25	**52,868**	54,618
Advances to subsidiaries	19	**17,542**	108,691
Other investments	18	**111,826**	-
Tax recoverable		**214**	486
Deposits, cash and bank balances	23	**6,143**	65,752
		472,464	306,087
Current Liabilities			
Payables	24	**8,209**	12,205
Borrowings	26	**279,506**	281,894
		287,715	294,099
Net Current Assets		**184,749**	11,988
Non-Current Liabilities			
Borrowings	26	**138,689**	416,136
		138,689	416,136
NET ASSETS		**7,282,071**	6,898,214
Capital and reserves attributable to equity holders of the Company			
Share capital	28	**6,728,405**	6,727,937
Hedging reserve	30	**(448)**	1,350
Share scheme reserve	32	**-**	312
Retained earnings		**554,114**	168,615
TOTAL EQUITY		**7,282,071**	6,898,214

The accompanying notes on pages 176 to 282 form part of these financial statements.

Consolidated Statement of Changes in Equity

For the Financial Year Ended 31 January 2020

Year ended 31 January 2020	Attributable to equity holders of the Company							Total RM'000	Non-controlling interests RM'000	Total RM'000
	Share capital (Note 28) RM'000	Exchange reserve RM'000	Capital reorganisation reserve (Note 29) RM'000	Hedging reserve (Note 30) RM'000	Fair value reserve (Note 31) RM'000	Share scheme reserve (Note 32) RM'000	Accumulated losses RM'000			
At 31 January 2019	6,727,947	3,368	(5,470,197)	1,857	-	312	(678,019)	585,268	93,640	678,908
Profit/(loss) for the financial year	-	-	-	-	-	-	655,298	655,298	(10,683)	644,615
Other comprehensive income/ (loss) for the year	-	764	-	(1,178)	6,572	-	-	6,158	-	6,158
Total comprehensive income/ (loss) for the year	-	764	-	(1,178)	6,572	-	655,298	661,456	(10,683)	650,773
Ordinary shares dividends declared (Note 12)	-	-	-	-	-	-	(391,077)	(391,077)	-	(391,077)
Share grant exercised	468	-	-	-	-	(468)	-	-	-	-
Share-based payment transaction	-	-	-	-	-	156	-	156	-	156
Transactions with owners	468	-	-	-	-	(312)	(391,077)	(390,921)	-	(390,921)
At 31 January 2020	6,728,415	4,132	(5,470,197)	679	6,572	-	(413,798)	855,803	82,957	938,760

The accompanying notes on pages 176 to 282 form part of these financial statements.

Year ended 31 January 2019	Attributable to equity holders of the Company							Total RM'000	Non-controlling interests RM'000	Total RM'000
	Share capital (Note 28) RM'000	Exchange reserve RM'000	Capital reorganisation reserve (Note 29) RM'000	Hedging reserve (Note 30) RM'000	Fair value reserve (Note 31) RM'000	Share scheme reserve (Note 32) RM'000	Accumulated losses RM'000			
At 31 January 2018, as reported	6,726,845	13,051	(5,470,197)	(49,182)	(369)	10,362	(576,918)	653,592	(263)	653,329
Effects arising from adoption of:										
- MFRS 15	-	-	-	-	-	-	5,170	5,170	-	5,170
- MFRS 9	-	-	-	-	369	-	(6,591)	(6,222)	-	(6,222)
At 1 February 2018, as adjusted	6,726,845	13,051	(5,470,197)	(49,182)	-	10,362	(578,339)	652,540	(263)	652,277
Profit/(loss) for the financial year	-	-	-	-	-	-	462,921	462,921	(2,097)	460,824
Other comprehensive (loss)/ income for the year	-	(9,683)	-	51,039	-	-	-	41,356	-	41,356
Total comprehensive (loss)/ income for the year	**-**	**(9,683)**	**-**	**51,039**	**-**	**-**	**462,921**	**504,277**	**(2,097)**	**502,180**
Ordinary shares dividends declared (Note 12)	-	-	-	-	-	-	(573,538)	(573,538)	-	(573,538)
Issuance of shares to non-controlling interest (Note 41)	-	-	-	-	-	-	-	-	96,000	96,000
Redemption of redeemable preference share ("RPS") by a subsidiary (Note 15)	10	-	-	-	-	-	(10)	-	-	-
Transfer of lapsed share options	-	-	-	-	-	(10,947)	10,947	-	-	-
Share grant exercised	1,092	-	-	-	-	(1,092)	-	-	-	-
Share-based payment transaction	-	-	-	-	-	1,989	-	1,989	-	1,989
Transactions with owners	**1,102**	**-**	**-**	**-**	**-**	**(10,050)**	**(562,601)**	**(571,549)**	**96,000**	**(475,549)**
At 31 January 2019	6,727,947	3,368	(5,470,197)	1,857	-	312	(678,019)	585,268	93,640	678,908

The accompanying notes on pages 176 to 282 form part of these financial statements.

Company Statement of Changes in Equity

For the Financial Year Ended 31 January 2020

Year ended 31 January 2020	Share capital (Note 28) RM'000	Hedging reserve (Note 30) RM'000	Share scheme reserve (Note 32) RM'000	Retained earnings RM'000	Total RM'000
At 31 January 2019	6,727,937	1,350	312	168,615	6,898,214
Profit for the financial year	-	-	-	776,576	776,576
Other comprehensive loss for the year	-	(1,798)	-	-	(1,798)
Total comprehensive (loss)/income for the year	-	(1,798)	-	776,576	774,778
Ordinary shares dividends declared (Note 12)	-	-	-	(391,077)	(391,077)
Share grant exercised	468	-	(468)	-	-
Share-based payment transaction	-	-	156	-	156
Transactions with owners	468	-	(312)	(391,077)	(390,921)
At 31 January 2020	6,728,405	(448)	-	554,114	7,282,071

Year ended 31 January 2019	Share capital (Note 28) RM'000	Hedging reserve (Note 30) RM'000	Fair value reserve (Note 31) RM'000	Share scheme reserve (Note 32) RM'000	Retained earnings RM'000	Total RM'000
At 31 January 2018, as reported	6,726,845	2,959	39	10,362	287,607	7,027,812
Effect arising from adoption of MFRS 9	-	-	(39)	-	39	-
At 1 February 2018, as adjusted	6,726,845	2,959	-	10,362	287,646	7,027,812
Profit for the financial year	-	-	-	-	443,560	443,560
Other comprehensive loss for the year	-	(1,609)	-	-	-	(1,609)
Total comprehensive (loss)/income for the year	-	(1,609)	-	-	443,560	441,951
Ordinary shares dividends declared (Note 12)	-	-	-	-	(573,538)	(573,538)
Transfer of lapsed share options	-	-	-	(10,947)	10,947	-
Share grant exercised	1,092	-	-	(1,092)	-	-
Share-based payment transaction	-	-	-	1,989	-	1,989
Transactions with owners	1,092	-	-	(10,050)	(562,591)	(571,549)
At 31 January 2019	6,727,937	1,350	-	312	168,615	6,898,214

The accompanying notes on pages 176 to 282 form part of these financial statements.

Statements of Cash Flows

For the Financial Year Ended 31 January 2020

	Note	Group		Company	
		2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Cash Flows From Operating Activities					
Profit before tax		**862,680**	651,145	**776,613**	443,547
Adjustments for:					
Bad debts written off		**1,195**	8,172	**-**	-
Barter transactions – revenue		**(11,643)**	(21,896)	**-**	-
Contract cost amortisation		**49,614**	56,108	**-**	-
Depreciation of right-of-use		**188,339**	-	**-**	-
Dividend income – unit trusts	9(a)	**(18,246)**	(29,379)	**(3,022)**	(3,885)
Dividend income		**-**	-	**(804,409)**	(492,482)
Event licence rights:					
- amortisation		**115**	9,132	**-**	-
Fair value (gain)/loss on unit trusts		**-**	(369)	**-**	1,602
Fair value loss on derivatives recycled to income statement arising from:					
- Foreign exchange risk		**50,446**	53,355	**53,767**	19,625
- Interest rate risk		**2,973**	11,670	**2,311**	10,307
Film library and programme rights:					
- amortisation		**373,150**	382,532	**-**	-
- impairment		**1,923**	7,448	**-**	-
Impairment of receivables		**51,467**	32,550	**-**	-
Impairment of investments accounted for using the equity method		**-**	2,142	**-**	-
(Write back)/impairment of advances		**-**	-	**(480)**	1,254
Interest expense	9(b)	**232,762**	239,609	**19,540**	57,061
Interest income	9(a)	**(11,159)**	(8,064)	**(4,773)**	(36,376)
Inventories written off		**386**	1,335	**-**	-
Loss on disposal of unit trusts		**-**	2,589	**-**	39
Property, plant and equipment:					
- depreciation		**299,627**	506,910	**14**	10
- gain on disposal		**(887)**	(202)	**-**	-
- impairment		**146**	1,053	**-**	-
- written off		**321**	57	**-**	-
Share-based payments	7	**156**	1,989	**-**	103
Share of post tax results from investments accounted for using the equity method		**(87)**	(796)	**-**	-
Software:					
- amortisation		**156,655**	139,169	**-**	-
- impairment		**5,467**	16,725	**-**	-
- written off		**181**	-	**-**	-
Unrealised foreign exchange (gains)/losses, net		**(54,998)**	41,856	**(53,770)**	(19,621)
Write back of bad debts		**(3,485)**	(2,078)	**-**	-
Operating profit/(loss) before changes in working capital		**2,177,098**	2,102,762	**(14,209)**	(18,816)

The accompanying notes on pages 176 to 282 form part of these financial statements.

Statements of Cash Flows

For the Financial Year Ended 31 January 2020

	Note	Group 2020 RM'000	Group 2019 RM'000	Company 2020 RM'000	Company 2019 RM'000
Cash Flows From Operating Activities (Cont'd.)					
Changes in working capital:					
Inventories		**2,803**	2,059	**-**	-
Receivables and prepayments		**(11,791)**	57,083	**23,122**	(6,331)
Payables		**(313,872)**	(50,430)	**(3,746)**	(13,143)
Cash from operations:		**1,854,238**	2,111,474	**5,167**	(38,290)
Dividend received		**-**	-	**574,357**	749,434
Interest received		**8,455**	5,028	**1,593**	1,375
(Tax paid)/tax refund		**(216,413)**	(221,532)	**272**	(125)
Net cash generated from operating activities		**1,646,280**	1,894,970	**581,389**	712,394
Cash Flows From Investing Activities					
Advances to subsidiaries		**-**	-	**(1,000)**	(50,615)
Financial assets:					
- (purchase)/disposal of unit trusts		**(280,241)**	407,295	**(108,804)**	172,914
Intangible assets:					
- purchase of software		**(152,304)**	(117,159)	**-**	-
- acquisition of film library and programme rights		**(315,020)**	(386,706)	**-**	-
Interest received on:					
- advances to subsidiaries		**-**	-	**4,856**	35,004
Investment in associates:					
- purchase		**-**	(780)	**-**	-
Investment in subsidiaries	15	**-**	-	**(12)**	(56,650)
Property, plant and equipment:					
- purchase		**(28,817)**	(99,379)	**(4)**	(22)
- proceeds from disposal		**1,293**	466	**2**	3
Redemption of RPS by a subsidiary	15	**-**	-	**-**	10
Repayment from subsidiaries		**-**	-	**102,505**	890,985
Withdrawal/(placement) of fixed deposits with maturity of more than 3 months		**500**	(43,000)	**-**	-
Net cash (used in)/generated from investing activities		**(774,589)**	(239,263)	**(2,457)**	991,629

The accompanying notes on pages 176 to 282 form part of these financial statements.

	Note	Group		Company	
		2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Cash Flows From Financing Activities					
Dividends paid	12	**(391,077)**	(573,538)	**(391,077)**	(573,538)
Interest paid		**(97,020)**	(121,468)	**(23,028)**	(71,277)
Payment for set-top boxes		**(140,666)**	(325,982)	**-**	-
Payment of lease interest		**(94,061)**	(104,652)	**-**	-
Net drawdown/(repayment) of borrowings		**75,564**	(325,561)	**(224,436)**	(1,011,936)
Repayment of lease liabilities		**(170,086)**	(187,945)	**-**	-
Net cash used in financing activities		**(817,346)**	(1,639,146)	**(638,541)**	(1,656,751)
Net increase/(decrease) in cash and cash equivalents		**54,345**	16,561	**(59,609)**	47,272
Effects of foreign exchange rate changes		**764**	(9,683)	**-**	-
Cash and cash equivalents at beginning of the financial year		**240,486**	233,608	**65,752**	18,480
Cash and cash equivalents at end of the financial year	23	**295,595**	240,486	**6,143**	65,752

The principal non-cash transactions are as disclosed in Note 33.

Notes to the Financial Statements

31 January 2020

1 General Information

The principal activity of the Company is investment holding. The Group is primarily engaged in the provision of television service; radio services; film library licensing; content creation, aggregation and distribution; talent management; multimedia interactive services; digital media and home shopping. The principal activities of the subsidiaries are as disclosed in Note 15 to the financial statements.

There were no significant changes in the nature of these activities of the Group and of the Company during the financial year.

The Company and its subsidiaries are collectively referred to as the Group.

The Company is incorporated and domiciled in Malaysia and is listed and quoted on the Official List of the Main Market of Bursa Malaysia Securities Berhad.

The address of the registered office and principal place of business of the Company is as follows:

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

2 Financial Risk Management Objectives and Policies

The Group's activities expose it to a variety of financial risks, including foreign currency exchange risk, interest rate risk, credit risk, liquidity and cash flow risk, price risk and capital risk. The Group's overall financial risk management objective is to minimise potential adverse effects on the financial performance of the Group.

The Group uses derivative financial instruments such as forward foreign currency exchange contracts and a mixture of fixed and floating interest rate instruments to hedge certain exposures.

(a) Foreign currency exchange risk

The Group is exposed to foreign currency exchange risk as a result of the foreign currency transactions entered into by the Group in currencies other than its functional currency. Forward foreign currency exchange contracts and foreign currency options are used to limit exposure to currency fluctuations on foreign currency payables and on cash flows generated from anticipated transactions denominated in foreign currencies. Cross-currency interest rate swaps are used to limit exposure to currency fluctuations on borrowings.

(b) Interest rate risk

The Group's interest rate exposure arises principally from the Group's trade payables and borrowings. The interest rate risk is managed through the use of fixed and floating interest rate instruments.

(c) Credit risk

The Group has no significant concentrations of credit risk. Customer credit risk exposure is managed with a combination of credit limits and arrears monitoring procedures. Deposits of cash are placed only with financial institutions with strong credit ratings and investment in unit trusts are made only in cash/money market i.e. very liquid funds.

2 Financial Risk Management Objectives and Policies (Cont'd.)

(d) Liquidity and cash flow risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying businesses, the Group's treasury aims to maintain flexibility in funding by keeping committed credit facilities available and if necessary, obtain additional debt and equity funding.

(e) Price risk

The Group is exposed to price risk resulting from investment in unit trusts classified as fair value through profit or loss on the balance sheet. To manage its price risk arising from investment in unit trusts, the Group diversifies its portfolio in various financial institutions. The Group is not exposed to commodity price risk.

(f) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to reduce the cost of capital.

The Group and Company will balance their overall capital structure through the payment of dividends, issuance of new shares as well as the issue of new debt or the repayment of existing borrowings.

(g) Fair value estimation

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance sheet date. Estimated discounted cash flows are used to determine the fair value of financial instruments. The fair value of forward foreign exchange contracts and foreign currency options are determined using quoted forward exchange rates at the balance sheet date. The fair values of cross-currency interest rate swaps and interest rate swaps are calculated using observable market interest rate and yield curves with estimated future cash flows being discounted to present value. The fair value of other investments is determined by reference to recent sales price of a comparable transaction with a third party.

Further details on financial risks are disclosed in Note 37.

3 Summary of Significant Accounting Policies

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the financial statements.

A Basis of preparation

The financial statements of the Group and Company have been prepared under the historical cost convention.

The financial statements of the Group and Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand ('000), unless otherwise indicated.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

A Basis of preparation (Cont'd.)

The preparation of financial statements in conformity with MFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reported year. It also requires Directors to exercise their judgement in the process of applying the Group and Company's accounting policies. Although these estimates and judgement are based on the Directors' best knowledge of current events and actions, actual results may differ. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4 to the financial statements.

(a) Standards, amendments to published standards and interpretations that are effective

The Group and Company have applied the following amendments for the first time for the financial year beginning on 1 February 2019:

- MFRS 16 Leases

  The Group has adopted MFRS 16 for the first time in the 2020 financial statements with the date of initial application ("DIA") of 1 February 2019 by applying the simplified retrospective transition method.

  The practical expedients elected and the detailed impact of the change in accounting policy on leases are disclosed in Note 3(D) and Note 42.

- IC Interpretation 23 Uncertainty over Income Tax Treatments
- Amendments to MFRS 9 Prepayment Features with Negative Compensation
- Amendments to MFRS 128 Long-term Interests in Associates and Joint Ventures
- Amendments to MFRS 119 Plan Amendment, Curtailment or Settlement
- Annual improvements to MFRS Standards 2015-2017 cycle

(b) Standards, amendments to published standards and interpretations to existing standards that have been issued but not yet effective

A number of new standards, amendments to published standards and interpretations are effective for financial year beginning on/after 1 February 2020. None of these is expected to have significant impact on the financial statements of the Group and Company, except the following set out below:

(i) Financial years beginning on/after 1 February 2020

- Amendments to References to the Conceptual Framework in MFRS Standards
- Definitions of a Business (Amendments to MFRS 3 Business Combinations)
- Definition of Material (Amendments to MFRS 101 Presentation of Financial Statements and MFRS 108 Accounting Policies, Changes in Accounting Estimates and Errors)
- Interest Rate Benchmark Reform (Amendments to MFRS 9, MFRS 139 and MFRS 7)
- Classification of Liabilities as Current or Non-current (Amendments to MFRS 101 Presentation of Financial Statements)

3 Summary of Significant Accounting Policies (Cont'd.)

A Basis of preparation (Cont'd.)

(b) Standards, amendments to published standards and interpretations to existing standards that have been issued but not yet effective (Cont'd.)

(ii) Effective date yet to be determined by Malaysian Accounting Standards Board

- Amendments to MFRS 10 and MFRS 128 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The adoption of the above applicable standards, amendments to published standards and interpretations to existing standards are not expected to have a material impact on the financial statements of the Group and Company.

There are no other standards, amendments to published standards and interpretations to existing standards that are not effective that would be expected to have a material impact on the Group and Company.

B Consolidation

(a) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group and are de-consolidated from the date that control ceases.

Under the acquisition method of accounting, as adopted on acquisition of commonly controlled companies, the cost of an acquisition is measured as the fair value of the assets acquired and liabilities incurred or assumed at the date of exchange. If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date, and any gains or losses arising from such re-measurement are recognised in the income statement. Identifiable assets acquired and liabilities and contingent liabilities assumed are measured initially at their fair values at the acquisition date, irrespective of the extent of the non-controlling interest. The excess of the cost of acquisition over the fair value of the Group's share of the identifiable net assets of the subsidiary acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the income statement.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred assets. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group ceases to have control, any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in the income statement. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to the income statement.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

B Consolidation (Cont'd.)

(b) Non-controlling interests

Non-controlling interests are measured at their share of the post acquisition fair values of the identifiable assets and liabilities of the invested entities. Total comprehensive income of subsidiaries is attributable to the equity holders of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(c) Associates

Associates are entities over which the Group generally has between 20% and 50% of the voting rights, or over which the Group has significant influence over their operating and financial policies, but over which it does not have control.

Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The Group's investment in associates includes goodwill (net of accumulated impairment) on acquisition. Under this method, the Group's share of the post-acquisition profits or losses of associates is recognised in the income statement and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the cost of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, the Group does not recognise further losses, unless the Group has incurred legal or constructive obligations or made payment on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. An impairment loss is recognised for the amount by which the carrying amount of the associate exceeds its recoverable amount.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated, unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group ceases to equity account its associate because of a loss of significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as a financial asset. In addition, any amount previously recognised in other comprehensive income in respect of the entity is accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

Dilution gains and losses arising in investments in associates are recognised in the income statement.

3 Summary of Significant Accounting Policies (Cont'd.)

B Consolidation (Cont'd.)

(d) Joint arrangements

A joint arrangement is an arrangement of which there is contractually agreed sharing of control by the Group with one or more parties, where decisions about the relevant activities relating to the joint arrangement require unanimous consent of the parties sharing control. The classification of a joint arrangement as a joint operation or a joint venture depends upon the rights and obligations of the parties to the arrangement. A joint venture is a joint arrangement whereby the joint venturers have rights to the net assets of the arrangement. A joint operation is a joint arrangement whereby the joint operators have rights to the assets and obligations for the liabilities, relating to the arrangement.

The Group's interests in joint ventures are accounted for in the financial statements by the equity method of accounting. Under the equity method of accounting, interests in joint ventures are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses and movements in other comprehensive income. Dividends received or receivable from a joint venture are recognised as a reduction in the carrying amount of the investment. When the Group's share of losses in a joint venture equals or exceeds its interests in the joint ventures (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint ventures), the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the joint ventures.

The Group determines at each reporting date whether there is any objective evidence that the investment in the joint venture is impaired. An impairment loss is recognised for the amount by which the carrying amount of the joint venture exceeds its recoverable amount.

Unrealised gains on transactions between the Group and its joint venture are eliminated to the extent of the Group's interest in the joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group ceases to equity account its joint venture because of a loss of joint control, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate or financial asset. In addition, any amount previously recognised in other comprehensive income in respect of the entity is accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

If the ownership interest in a joint venture is reduced but joint control is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

C Property, plant and equipment

Property, plant and equipment are stated at cost (inclusive of sales and services tax), less accumulated depreciation and impairment losses.

Depreciation is calculated on a straight line basis to write off the cost of each asset to the residual value over its estimated useful life. Leased assets capitalised are depreciated over their estimated useful lives or lease period, whichever is shorter.

The estimated useful lives of the assets are as follows:

Buildings	40 years
Satellite transponders	15 years
Equipment, fixtures and fittings	2 - 10 years
Broadcast and transmission equipment	3 - 10 years

Freehold land is not depreciated as it has an unlimited useful life.

Included in broadcast and transmission equipment are set-top boxes and outdoor dish units (collectively called "Pay-TV set-top boxes") used to provide the Astro High Definition Services ("Astro B.yond") to Astro subscribers. These Pay-TV set-top boxes remain the property of the Group after installation. The Pay-TV set-top boxes are capitalised and depreciated over their useful economic life of 3 years.

No depreciation is calculated on assets under construction until the assets are completed and are ready for their intended use.

The opening balance as at 1 February 2019 for property, plant and equipment is impacted by the adoption of MFRS 16 as leased assets are reclassified as right-of-use assets.

At each balance sheet date, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 3(G) on impairment of non-financial assets.

Interest costs on borrowings to finance the construction of property, plant and equipment are capitalised as part of the cost of the asset during the period of time that is required to complete and prepare the asset for its intended use. Other borrowing costs are expensed.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount and are included in the income statement.

3 Summary of Significant Accounting Policies (Cont'd.)

D Leases

The Group as a lessee

Accounting policies applied from 1 February 2019

From 1 February 2019, leases are recognised as right-of-use ("ROU") assets and a corresponding liability at the date on which the leased asset is available for use by the Group (i.e. the commencement date).

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

(a) Lease term

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not to be terminated).

The Group reassesses the lease term upon the occurrence of a significant event or change in circumstances that is within the control of the Group and affects whether the Group is reasonably certain to exercise an option not previously included in the determination of lease term, or not to exercise an option previously included in the determination of lease term. A revision in lease term results in remeasurement of the lease liabilities (refer to (d) below).

(b) ROU assets

ROU assets are initially measured at cost comprising the following:

(i) The amount of the initial measurement of lease liability;
(ii) Any lease payments made at or before the commencement date less any lease incentive received;
(iii) Any initial direct costs; and
(iv) Decommissioning or restoration costs.

ROU assets are subsequently measured at cost, less accumulated depreciation and impairment loss (if any). The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the ROU asset is depreciated over the underlying asset's useful life. In addition, the ROU assets are adjusted for certain remeasurement of the lease liabilities. ROU assets are presented as a separate line item in the balance sheet. Lease terms are generally negotiated on an individual basis.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

D Leases (Cont'd.)

The Group as a lessee (Cont'd.)

Accounting policies applied from 1 February 2019 (Cont'd.)

(c) Lease liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at that date. The lease payments include the following:

(i) Fixed payments (including in-substance fixed payments), less any lease incentive receivable;
(ii) Variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
(iii) Amounts expected to be payable by the Group under residual value guarantees;
(iv) The exercise price of a purchase and extension options if the group is reasonably certain to exercise that option; and
(v) Payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used. This is the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the ROU in a similar economic environment with similar term, security and condition.

Lease payments are allocated between principal and finance cost. The finance cost is charged to income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents the lease liabilities as part of borrowings in the balance sheet. Interest expense on the lease liability is presented within the finance cost in the income statement.

(d) Reassessment of lease liabilities

The Group is also exposed to potential future increases in variable lease payments that depend on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is remeasured and adjusted against the ROU assets.

(e) Short-term leases and leases of low-value assets

Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture. Payments associated with short-term leases of equipment and all leases of low-value assets are recognised on a straight-line basis as an expense in income statement.

3 Summary of Significant Accounting Policies (Cont'd.)

D Leases (Cont'd.)

Accounting policies applied until 31 January 2019

(a) Finance leases

Leases of property, plant and equipment where the Group assumes substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the inception of the lease at the lower of the fair value of the leased property or the present value of the minimum lease payments. Each lease payment is allocated between the liability and finance charges so as to achieve a periodic constant rate on the balance outstanding. The corresponding rental obligations, net of finance charges, are included as part of borrowings.

The property, plant and equipment acquired under finance leases are depreciated over the shorter of the useful life of the asset and the lease term. Assets acquired under finance leases are depreciated according to the basis set out in Note 3(C).

Initial direct costs incurred by the Group in negotiating and arranging finance leases are added to the carrying amount of the leased assets and recognised as an expense in the income statement over the lease term on the same basis as the lease expense.

(b) Operating leases

Leases, where a significant portion of the risks and rewards of ownership are retained by the lessor, are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight line basis over the period of the leases.

E Intangible assets

(a) Goodwill

Goodwill represents the excess of the aggregate of the fair value of the consideration transferred of an acquisition of a subsidiary/associate/joint venture, the amount of any non-controlling interest in the subsidiary/associate/joint venture and the acquisition-date fair value of any previous equity interest in the subsidiary/associate/joint venture over the fair value of the Group's share of the net identifiable assets acquired and liabilities assumed of the acquired subsidiary/associate/joint venture at the date of acquisition. Goodwill on acquisition of subsidiaries is included in intangible assets. Goodwill on acquisition of investments accounted for using the equity method is included in the investments. Goodwill is not amortised, but is subject to an annual review for impairment and carried at cost less accumulated impairment losses. Any impairment is recognised immediately as an expense and is not subsequently reversed. The calculation of the gains and losses on the disposal takes into account the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose, identified according to operating segment.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

E Intangible assets (Cont'd.)

(b) Computer software

Costs that are directly associated with identifiable and unique software products controlled by the Group and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Costs associated with maintaining computer software programmes are recognised as an expense when incurred.

Expenditure which enhances or extends the performance of computer software programmes beyond their original specifications is recognised as a capital improvement and added to the original cost of the software. Computer software costs recognised as assets are amortised using the straight line method over their estimated useful economic lives of 3 – 4 years. Amortisation is included in cost of sales, administrative expenses and marketing and distribution costs as appropriate.

(c) Software development

No amortisation is calculated on software development until the software is completed and is ready for its intended use.

Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads. Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

At each balance sheet date, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 3(G) on impairment of non-financial assets.

(d) Brands

Brands acquired in a business combination relating to the radio business are recognised at fair value at the acquisition date. The brands have an indefinite useful life and are not amortised, but are subject to annual review for impairment and carried at cost less accumulated impairment losses. Any impairment is charged to the income statement as it arises.

The useful lives of the brands are estimated to be indefinite based on a strong position in the market and the clear precedence of similar radio companies which have adopted an indefinite life for the radio brands. Management believes there is no foreseeable limit to the period over which the brands are expected to generate net cash inflows for the Group.

3 Summary of Significant Accounting Policies (Cont'd.)

E Intangible assets (Cont'd.)

(e) Film library and programme rights

The film library comprises acquired films and films produced for the Group with the primary intention to exploit the library through release and licensing of such films as part of the Group's long-term operations. The film library is stated at cost less accumulated amortisation.

Amortisation of film library is on an individual film basis based on the proportion of the actual revenue earned during the financial year over the estimated total revenue expected to be earned over the revenue period, not exceeding three years, commencing from the date when revenue is first generated. Estimated ultimate revenue expected to be earned is reviewed periodically and additional impairment losses are recognised if appropriate. Amortisation is included in cost of sales.

The cost of film under production comprises expenditure incurred in the production of films and is stated at cost. The amortisation of the cost incurred for the production in progress will commence in the period that the motion pictures are screened in the cinemas.

The programme rights comprise rights licensed from third parties and programmes produced for the Group and production in progress with the primary intention to broadcast in the normal course of the Group's operating cycle. The rights are stated at cost less accumulated amortisation.

The Group amortises programme rights based on an accelerated basis over the license period, or estimated useful life if shorter, from the date of first transmission, to match the costs of consumption with the estimated benefits to be received. Amortisation is included in cost of sales. The amortisation period is not more than two years effective from financial year ended 31 January 2020.

The cost of programme rights for sports are amortised on a straight-line basis over a season or annually, depending on the expected consumption of the rights. Live and one-off events are fully amortised on the date of first transmission.

At each balance sheet date, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 3(G) on impairment of non-financial assets.

(f) Event licence rights

Events license rights are stated at cost less accumulated amortisation and any impairment losses. These rights are amortised over the remaining term of the rights agreements and are tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired.

(g) Spectrums

Spectrums relating to the radio business are recognised at cost at the acquisition date. The spectrums have an indefinite useful life and are not amortised, but are subject to annual review for impairment and carried at cost less accumulated impairment losses. Any impairment is charged to the income statement as it arises.

The useful lives of the spectrums are estimated to be indefinite as management intends to utilise the spectrums to broadcast and generate net cash inflows for the Group indefinitely. Also, the costs associated with the renewal process is insignificant to the future economic value of the business.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

E Intangible assets (Cont'd.)

(h) Intellectual properties

Intellectual properties relating to the publication businesses are recognised at cost at the acquisition date. The intellectual properties have an indefinite useful life and are not amortised, but are subject to annual review for impairment and carried at cost less accumulated impairment losses. Any impairment is charged to the income statement as it arises.

The useful lives of the intellectual properties are estimated to be indefinite on the basis that there is no foreseeable limit to the period over which the intellectual properties are expected to generate net cash inflows for the Group.

F Turnaround channel transmission rights

The cost of turnaround channels (programme provider fees), where the Group has immediate transmission rights, is expensed as incurred.

G Impairment of non-financial assets

Assets that have an indefinite useful life, for example goodwill or intangible assets not ready to use, are not subject to amortisation or depreciation and are tested annually for impairment. Assets that are subject to amortisation or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

The impairment loss is charged to the income statement unless it reverses a previous revaluation in which case it is charged to the revaluation surplus. In respect of other assets, any subsequent increase in recoverable amount is recognised in the income statement unless it reverses an impairment loss on a revalued asset in which case it is taken to revaluation surplus.

H Inventories

Inventories which principally comprise set-top boxes used in the provision of non-subscription services, merchandise and other materials are stated at the lower of cost and net realisable value. Costs of purchased inventory are determined after deducting rebates and discounts.

Costs of purchased inventory (inclusive sales and services tax) are determined after deducting rebates, discounts.

Cost is determined based on the weighted average cost method. Where appropriate, allowance is made for obsolete or slow-moving inventories based on management's analysis of inventory levels and future sales forecasts.

Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

3 Summary of Significant Accounting Policies (Cont'd.)

I Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is capitalised as prepayment until the drawdown occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period fo the facility to which it relates.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of the borrowings that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in income statement within finance costs.

J Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the income statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities. This liability is measured using the single best estimate of the most likely outcome.

Deferred tax is recognised, using the liability method, on temporary differences arising between the amounts attributed to assets and liabilities for tax purposes and their carrying amounts in the financial statements. However, deferred tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred tax is determined using tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unused tax losses or unused tax credits can be utilised.

Deferred tax is recognised on temporary differences arising on investments in subsidiaries, associates and joint ventures except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred and income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

K Employee benefits

(a) Short term employee benefits

Wages, salaries, paid annual leave, bonuses, and non-monetary benefits are accrued in the financial period in which the associated services are rendered by employees of the Group. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

(b) Defined contribution plans

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees benefits relating to employee service in the current and prior periods.

The Group pays contributions to publicly administered pension plans on a mandatory, contractual or voluntary basis, that are charged to income statement in the period to which they relate. Once the contributions have been paid, the Group has no further payment obligations. The regular contributions are accounted for on the accruals basis.

(c) Termination benefits/separation scheme

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of MFRS 137 Provision, Contingent Liabilities and Contingent Assets and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

(d) Share-based payment transactions

The Group and Company operate an equity settled share-based compensation plan under which the Group and Company receive services from employees as consideration for equity instruments (options) of the Company. The fair value of the employee services received in exchange for the grant of the share awards is recognised as an expense with a corresponding increase to equity. The total amount to be expensed over the vesting period is determined by reference to the fair value of the share awards granted, excluding the impact of any service and non-market performance vesting conditions.

Non-market vesting conditions are included in assumptions about the number of options that are expected to vest. The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of the reporting period, the Company revises its estimates of the number of options that are expected to vest based on the non-market vesting conditions. It recognises the impact of the revision to original estimates, if any, is recognised in the income statement, with a corresponding adjustment to share option reserve in equity.

When the options are exercised, the Company issues new shares. The proceeds received net of any directly attributable transaction costs are credited to share capital when the options are exercised. When options are not exercised and lapsed, the share option reserve is transferred to retained earnings.

The fair value of the share awards is measured using the Monte Carlo Simulation Model. Measurement inputs include share price on the measurement date, expected volatility (based on weighted average historic volatility adjusted for changes expected due to publicly available information), expected dividends, and the risk-free interest rate (based on Malaysian Government Securities yield).

3 Summary of Significant Accounting Policies (Cont'd.)

K Employee benefits (Cont'd.)

(e) Gratuity payments

Gratuity payments to employees are recognised when the eligibility criteria have been met and are paid when the eligible employees retire.

L Foreign currencies

(a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The financial statements are presented in RM, which is the Company's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into RM using the exchange rates prevailing at the transaction dates. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement, except when deferred in other comprehensive income as qualifying cash flow hedges.

(c) Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet;
- income and expenses for each statement of comprehensive income or separate income statement presented are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- all resulting exchange differences are recognised as a separate component of other comprehensive income.

Goodwill and fair value adjustments arising on the acquisitions of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in other comprehensive income.

M Cash and cash equivalents

For the purpose of the statements of cash flows, cash and cash equivalents comprise cash on hand, cash at bank and deposits with banks that have maturity periods of 3 months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

N Contingent liabilities and assets

The Group does not recognise a contingent liability but discloses its existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by uncertain future events beyond the control of the Group or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in the extremely rare circumstances where there is a liability that cannot be recognised because it cannot be measured reliably.

A contingent asset is a possible asset that arises from past events whose existence will be confirmed by uncertain future events beyond the control of the Group. The Group discloses the existence of contingent assets where inflows of economic benefits are probable, but not virtually certain.

O Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, when it is probable that an outflow of resources will be required to settle the obligation, and when a reliable estimate of the amount can be made.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as finance cost expense.

P Share capital

(a) Classification

Ordinary shares are classified as equity. Other shares are classified as equity and/or liability according to the economic substance of the particular instrument.

(b) Share issuance costs

Incremental external costs directly attributable to the issuance of new shares are deducted against equity.

(c) Dividends

Dividends on ordinary shares are recognised as liabilities when declared, being appropriately authorised and no longer at the discretion of the Group, on or before the end of the reporting period but not distributed at the end of the reporting period, other than final dividends which are recognised when approved by the members at the Annual General Meeting.

3 Summary of Significant Accounting Policies (Cont'd.)

Q Revenue recognition

Revenue from contracts with customers is recognised by reference to each distinct performance obligation in the contract with customer. Revenue from contracts with customers is measured at its transaction price, being the amount of consideration which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, net of goods and service tax, returns, rebates and discounts. Transaction price is allocated to each performance obligation on the basis of the relative standalone selling prices of each distinct good or services promised in the contract. Depending on the substance of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

Performance obligations by type of good or service are as follows:

(i) Subscription

The Group provides subscription-based satellite television services to customers. Pay-TV set-top boxes are not sold as ownership of these boxes remain with the Group, as disclosed in Note 3(C). Subscription revenue is recognised over the period in which the services are rendered. The Group's obligation to provide service to a customer for which the Group has received consideration in advance from customer is presented as contract liabilities.

(ii) Advertising airtime sales and digital advertising sales

The Group provides advertising services over multiple platforms - TV, Radio and Digital. Advertising revenue for TV and Radio is recognised over the period in which the advertisement is broadcasted or published. Digital advertising revenue is recognised over the period in which fulfillment in accordance with the contract with customer is completed.

Certain advertising revenues are generated in barter transactions in exchange for goods or services, delivered or provided by the advertisers. Such revenues are measured at the estimated fair market value of the goods or services received. The fair market value of the goods received is recorded as an asset when they qualify for assets recognition or is otherwise expensed to income statement. Services received in exchange are expensed to income statement over the service period fulfilled by advertisers.

(iii) Non-subscription based set-top boxes and prepaid subscription revenue

The Group sells non-subscription based set-top boxes with pre-determined channels at a one-time fee. Customers can benefit from the usage of the non-subscription set-top boxes by viewing the channels transmitted by the Group over the life of the set-top boxes. The revenue and cost attributable to the sale of non-subscription based set-top boxes are recognised over an estimated period of 12 months.

The Group offers customers of non-subscription based set-top boxes the ability to purchase channels that are not pre-determined in the set-top boxes via prepaid voucher. Prepaid subscription revenue is recognised upon utilisation of prepaid voucher by the customers or upon expiry, whichever is earlier. Unutilised credits of prepaid voucher that have been deferred are presented as contract liabilities.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

Q Revenue recognition (Cont'd.)

Performance obligations by type of good or service are as follows (Cont'd.):

(iv) Provision of programme broadcast rights

Revenue from provision of programme broadcast rights consists of provision of film library, programme rights and theatrical sales. Provision of film library and programme rights is recognised at a point in time when the rights are available to the licensee. Theatrical sales of motion pictures are recognised at a point in time the tickets for the motion pictures are sold in cinemas.

(v) Production service revenue

The Group provides production services, encompassing everything from pre-production, production to post-production works, of which rights of content produced are held by customers. Production service revenue is recognised over the period in which the services are rendered.

(vi) Licensing income

Licensing income is recognised over the period the content or channel is being provided.

(vii) Interactive services

Fees from the development of multimedia and interactive applications (interactive services) are recognised over the contractual period in which the development takes place. Fees from the right to access multimedia and interactive applications are recognised over the period in which the services are provided.

(viii) Sales of merchandise

The Group operates a home shopping business through various platforms including but not limited to TV, internet/online shopping and mobile shopping. Revenue from the sales of merchandise is recognised when the Group sells a product to the customer. Payment of the transaction price is due immediately when the customer purchases the product and takes delivery. It is the Group's policy to sell its products to the end customer with a right of return within 10 days. Therefore, a refund liability (included in trade and other payables) and a right to the returned goods (included in other current assets) are recognised for the products expected to be returned. Accumulated experience is used to estimate such returns at the time of sale at a portfolio level (expected value method). The validity of this assumption and the estimated amount of returns are reassessed at each reporting date.

Revenue from other sources are recognised as follows:

(i) Dividend income from subsidiaries is recognised when the right to receive payment is established. Dividend income from financial assets at fair value through profit or loss ("FVTPL") is recognised as part of net gains or net losses on these financial instruments.

(ii) Interest income is recognised using the effective interest method.

3 Summary of Significant Accounting Policies (Cont'd.)

R Financial instruments

(a) Financial instruments recognised on the balance sheet

Financial instruments carried on the balance sheet include cash and bank balances, deposits, receivables, payables, borrowings and other investments. The particular recognition method adopted for financial instruments recognised on the balance sheet is disclosed in the individual accounting policy statements associated with each item.

(b) Fair value estimation for disclosure purposes

In assessing the fair value of financial instruments, the Group makes certain assumptions that are based on market conditions existing at each balance sheet date and applies the discounted cash flow method to discount the future cash flows to determine the fair value of the financial instruments.

The face value, less any estimated credit adjustments, for financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair values.

S Financial assets

(a) Classification

The Group and the Company classify its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income ("OCI") or through profit or loss), and
- those to be measured at amortised cost.

The Group and the Company reclassify debt investments when and only when its business model for managing those assets changes.

(b) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group and the Company commit to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group and the Company have transferred substantially all the risks and rewards of ownership.

(c) Measurement

At initial recognition, the Group and the Company measure a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in income statement.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest ("SPPI").

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

S Financial assets (Cont'd.)

(c) Measurement (Cont'd.)

Debt instruments

Subsequent measurement of debt instruments depends on the Group's and the Company's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group and the Company classify its debt instruments:

(a) Amortised cost

Assets that are held for collection of contractual cash flows where those cash flows represent SPPI are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in respective income statement lines together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the income statement.

(b) Fair value through other comprehensive income ("FVOCI")

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent SPPI, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in respective income statement lines. Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in respective income statement lines and impairment expenses are presented as separate line item in the income statement.

(c) FVTPL

Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVTPL. The Group and the Company may also irrevocably designate financial assets at FVTPL if doing so significantly reduces or eliminates a mismatch created by assets and liabilities being measured on different bases. Fair value changes is recognised in income statement and presented net within respective income statement lines in the period which it arises.

Equity instruments

The Group and the Company subsequently measure all equity investments at fair value. Where the Group's and the Company's management have elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to income statement following the derecognition of the investment. Dividends from such investments continue to be recognised in income statement as revenue or other income when the Group's and the Company's right to receive payments is established. Changes in the fair value of financial assets at FVTPL are recognised in respective income statement lines in the income statement as applicable.

3 Summary of Significant Accounting Policies (Cont'd.)

S Financial assets (Cont'd.)

(d) Impairment

(i) Impairment for debt instruments

The Group and the Company assess on a forward looking basis the expected credit loss ("ECL") associated with its debt instruments carried at amortised cost and at FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. The Group and the Company have six types of financial instruments that are subject to the ECL model:

- Trade receivables
- Advances to subsidiaries and amounts due from subsidiaries
- Contract assets
- Other receivables
- Amounts due from related parties
- Amount due from associate

While deposits, cash and bank balances are also subject to the impairment requirements of MFRS 9, the identified impairment loss was immaterial.

ECL represents a probability-weighted estimate of the difference between the present value of cash flows according to contract and the present value of cash flows the Group and the Company expect to receive over the remaining life of the financial instrument.

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

(a) Simplified approach for trade receivables, contract assets, amounts due from related parties and amount due from associate

The Group and the Company apply the MFRS 9 simplified approach to measure ECL which uses a lifetime ECL for all trade receivables, contract assets, amounts due from related parties and amount due from associate.

Note 37(a) sets out the measurement details of ECL.

(b) General 3-stage approach for other receivables and advances to subsidiaries

At each reporting date, the Group and the Company measure ECL through loss allowance at an amount equal to 12 month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required.

Note 37(a) sets out the measurement details of ECL.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

S Financial assets (Cont'd.)

(d) Impairment (Cont'd.)

(ii) Significant increase in credit risk

The Group and the Company consider the probability of default upon initial recognition of an asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group and the Company compare the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportable forward-looking information.

The following indicators are incorporated:

- internal credit rating;
- external credit rating (as far as available);
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;
- actual or expected significant changes in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor; and
- significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtor in the group and changes in the operating results of the debtor.

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment.

(iii) Definition of default and credit-impaired financial assets

The Group and the Company define a financial instrument as default, which is fully aligned with the definition of credit-impaired when it meets one or more of the following criteria:

Quantitative criteria:

The Group and the Company define a financial instrument as default, when the counterparty fails to make contractual payment within the credit term.

Qualitative criteria:

The debtor meets unlikeliness to pay criteria, which indicates the debtor is in significant financial difficulty. The Group and the Company consider the following instances:

- the debtor is in breach of financial covenants;
- concessions have been made by the lender relating to the debtor's financial difficulty;
- it is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; and
- the debtor is insolvent.

Financial instruments that are credit-impaired are assessed on individual basis.

3 Summary of Significant Accounting Policies (Cont'd.)

S Financial assets (Cont'd.)

(d) Impairment (Cont'd.)

(iv) Groupings of instruments for ECL measured on collective basis

(a) Collective assessment

To measure ECL, trade receivables arising from television services and advertising services have been grouped respectively based on shared credit risk characteristics and the days past due.

(b) Individual assessment

Trade receivables and contract assets which are in default or credit-impaired are assessed individually.

Advances to subsidiaries in the Company's separate financial statements are assessed on individual basis for ECL measurement, as credit risk information is obtained and monitored based on each advances to subsidiary.

(v) Write-off

(a) Trade receivables, contract assets, amounts due from related parties and amount due from associate

Trade receivables, contract assets, amounts due from related parties and amount due from associate are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group and the Company, and a failure to make contractual payments for a period of greater than 365 days past due.

Impairment losses on trade receivables, contract assets, amounts due from related parties and amount due from associate are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

(b) Other receivables, advances to subsidiaries and amounts due from subsidiaries

The Group and the Company write off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount. The Group and the Company may write-off financial assets that are still subject to enforcement activity. Subsequent recoveries of amounts previously written off will result in impairment gains.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

T Financial liabilities

Financial liabilities within the scope of MFRS 9 are recognised on the balance sheet when, and only when, the Group becomes a party to the contractual provisions of the financial instrument.

Financial liabilities are recognised initially at fair value, plus, in the case of financial liabilities other than derivatives, directly attributable transaction costs.

Subsequent to initial recognition, derivatives are measured at fair value at the end of the reporting period. Other financial liabilities (except for financial guarantees) are measured at amortised cost using the effective interest method.

For financial liabilities other than derivatives, gains and losses are recognised in the income statement when the liabilities are derecognised, and through the amortisation process. Any gains or losses arising from changes in fair value of derivatives are recognised in the income statement. Net gains or losses on derivatives include exchange differences.

A financial liability is derecognised when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the income statement.

U Derivative financial instruments and hedging activities

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair values at the end of each reporting period.

The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

Derivatives that do not qualify for hedge accounting are classified as held for trading and accounted for at fair value through profit or loss. Changes in the fair value are recognised immediately in income statement.

The Group documents at the inception of the hedge relationship, the economic relationship between hedging instruments and hedged items including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items. The Group documents its risk management objective and strategy for undertaking its hedge transactions.

The fair values of various derivative instruments used for hedging purposes are disclosed in the financial statements. Movements on the hedging reserve in shareholders' equity are shown in the Statement of Changes in Equity. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months, and as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

3 Summary of Significant Accounting Policies (Cont'd.)

U Derivative financial instruments and hedging activities (Cont'd.)

Cash flow hedges

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the cash flow hedge reserve within equity. The gain or loss relating to the ineffective portion is recognised immediately in the income statement.

MFRS 9 introduces the concept of 'cost of hedging' which are seen as cost of achieving the risk mitigation inherent in the hedge. The changes in these 'cost of hedging' are initially recognised within OCI as a hedging reserve in equity. Subsequently, these 'cost of hedging' is removed from equity and recognised in income statement.

When option contracts are used to hedge forecast transactions, the Group designates only the intrinsic value of the options as the hedging instruments. Since the adoption of MFRS 9, gains or losses relating to the effective portion of the change in intrinsic value of the options are recognised in other comprehensive income and accumulated in cash flow hedge reserve within equity. The changes in the time value of the options that relate to the hedged item ('aligned time value') are recognised in other comprehensive income and accumulated in costs of hedging reserve within equity.

When forward contracts are used to hedge forecast transactions, the Group generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Since adoption of MFRS 9, gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in other comprehensive income and accumulated in cash flow hedge reserve within equity. The changes in the forward element of the contract that relate to the hedged item ('aligned forward element') is recognised in other comprehensive income and accumulated in costs of hedging reserve within equity.

Amounts accumulated in equity are reclassified in the periods when the hedged item affects profit or loss, as follows:

- Where the hedged item subsequently results in the recognition of a non-financial asset, both the deferred hedging gains and losses and the deferred time value of the option contracts or deferred forward points, if any, are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss.
- The gain or loss relating to the effective portion of the interest rate swaps hedging variable rate borrowings is recognised in profit or loss within finance cost at the same time as the interest expense on the hedged borrowings.

When a hedging instrument expires, or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative deferred gain or loss and deferred costs of hedging in equity at that time remains in equity until the forecast transaction occurs, resulting in the recognition of a non-financial asset. When the forecast transaction is no longer expected to occur, the cumulative gain or loss and deferred costs of hedging that were reported in equity are immediately reclassified to profit or loss.

V Earnings per ordinary share

The Group presents basic and diluted earnings per share ("EPS") data for its ordinary shares.

Basic EPS are calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period.

Diluted EPS are determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding adjusted for own shares held for the effects of all dilutive potential ordinary shares, which comprise share awards granted to employees.

Notes to the Financial Statements

31 January 2020

3 Summary of Significant Accounting Policies (Cont'd.)

W Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. An operating segment's operating results are reviewed regularly by the chief operating decision maker comprising the Board of Directors, to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

X Trade and other receivables

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. Other receivables generally arise from transactions outside the usual operating activities of the Group and Company. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at fair value. Cash flows are included in the statements of cash flows on a gross basis.

After recognition, trade and other receivables are subsequently measured at amortised cost using the effective interest method, less provision for impairment. See accounting policy Note 3S(d) on impairment of financial assets.

Y Trade and other payables

Trade payables represent liabilities for goods or services provided to the Group and Company prior to the end of financial year which are unpaid. Trade payables are classified as current liabilities unless payment is not due within 12 months after the reporting period. If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value. Cash flows are included in the statements of cash flows on a gross basis.

Trade payables are subsequently measured at amortised cost using the effective interest method.

Z Non-current assets held-for-sale

Non-current assets are classified as assets held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets and investment property that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

An impairment loss is recognised for any initial or subsequent write-down of the asset to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset, but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset is recognised at the date of derecognition.

Non-current assets classified as held for sale are presented separately from the other assets in the balance sheet.

AA Offsetting financial instruments

Financial assets and liabilities are offset and the net amount presented in the balance sheet when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy.

3 Summary of Significant Accounting Policies (Cont'd.)

AB Advances to subsidiaries

Advances to subsidiaries are recognised initially at fair value. If there is any difference between cash disbursed and fair value on initial recognition, the difference would be accounted as additional investment in the subsidiary as it reflects the substance of the transaction.

Advances to subsidiaries are subsequently measured at amortised cost using the effective interest method, less loss allowance. Details on the Company's impairment policies of advances to subsidiaries are provided in Note 3S(d).

AC Contract assets and liabilities

Contract asset is the satisfied obligation by the Group for which billings have not been raised.

Contract liability is the unsatisfied obligation by the Group to transfer goods or service to customer for which the Group has received the consideration in advance or has billed the customers. Contract liabilities include deferred income where the Group has billed or collected before the services are provided to customers.

AD Contract cost assets

The Group capitalises sales commissions and non-subscription based set-top boxes as costs to obtain a contract as these are incremental costs that would not have been incurred by the Group if the respective contracts had not been obtained. The Group expects to recover these costs over the service period.

Contract cost assets are amortised on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the cost relates to.

Amortisation of contract cost assets incurred to obtain or fulfil a contract is presented within the income statement.

An impairment loss is recognised to income statement to the extent that the carrying amount of the contract cost asset recognised exceeds the remaining amount of considerations that the Group expects to receive for the specific contract that the cost relate to less additional costs required to complete the specific contract.

4 Critical Accounting Estimates and Judgements

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are outlined below.

(a) Programme rights

The Group amortises programme rights over the license period, or estimated useful life if shorter, from the date of first transmission, to match the costs of consumption with the estimated benefits to be received as disclosed in Note 3E(e). The estimated benefits to be received are based on management's estimates of the consumption pattern and period a programme will be broadcast.

During the year, the Group revised its estimates in relation to the amortisation of certain programme rights based on the forecast period for the consumption of the rights licensed from a third party. The impact of the change on the Group's income statements for the year is a decrease of RM21.7 million in profit before tax.

Notes to the Financial Statements

31 January 2020

4 Critical Accounting Estimates and Judgements (Cont'd.)

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are outlined below. (Cont'd.)

(b) Impairment test for goodwill, brands, spectrum and intellectual properties

Goodwill, brands, spectrum and intellectual properties which are indefinite life intangible assets, are allocated to the Group's cash-generating units ("CGUs") identified according to operating segment. The CGUs that have been allocated goodwill, brands, spectrum and intellectual properties are disclosed in Note 20 to the financial statements.

The recoverable amount of the CGUs was determined based on a value in use basis and no impairment was identified during the financial year.

The recoverable amount reflects historical results for the related CGUs taking into consideration market forecast and strategic plans of the CGUs. The cash flow projections are based on the Board approved budget for the next financial year and the strategic plan covering a three year period, after which a long term growth rate of the respective segments has been applied. Management has considered external information in completing the budget and strategic plan, including forecast economic indicators for the Malaysian market as well as the competitive landscape and potential changes in technology.

Further details of the carrying value, the key assumptions applied in the impairment assessment and sensitivity analysis to changes in the assumptions are as disclosed in Note 20.

(c) Investment in subsidiaries

The Company assesses the impairment of its investment in subsidiaries whenever the events or changes in circumstances indicate that the carrying amount may not be recoverable. The recoverable amounts of investments in subsidiaries were determined based on discounted cash flows taking into account financing and tax cash flows of subsidiaries which are available for distribution as dividends and no impairment was identified during the financial year.

Management has considered external information in completing the budget and strategic plan, including forecast economic indicators for the Malaysian market as well as the competitive landscape and potential changes in technology to determine the discounted cash flows.

(d) Measurement of ECL allowance for financial assets

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Group and the Company use judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's and the Company's past history, existing market conditions as well as forward looking estimates at the end of reporting period. Details of the key assumptions and inputs used are disclosed in Note 37(a).

(e) Extension and termination options of leases

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension option (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. Refer to Note 14 for details about the Group's ROU assets.

5 Revenue and contract assets/(liabilities)

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Revenue from contract with customers (Note (a))	**4,907,195**	5,477,407	**4,277**	4,150
Revenue from other sources:				
- Dividend income from subsidiaries	**-**	-	**804,409**	492,482
- Rental income	**4,608**	1,641	**-**	-
	4,911,803	5,479,048	**808,686**	496,632

(a) Disaggregation of the Group's revenue from contracts from customers

Financial year ended 31 January 2020

	Television RM'000	Radio RM'000	Home-shopping RM'000	Others RM'000	Total RM'000
Major goods and services					
Television services:					
- Subscription	**3,623,657**	**-**	**-**	**-**	**3,623,657**
- Prepaid subscription	**49,817**	**-**	**-**	**-**	**49,817**
- Non-subscription based set-top boxes	**39,114**	**-**	**-**	**-**	**39,114**
- Others*	**61,960**	**-**	**-**	**-**	**61,960**
Advertising airtime sales:					
- barter	**3,236**	**7,398**	**-**	**-**	**10,634**
- non-barter	**333,211**	**248,524**	**-**	**-**	**581,735**
Digital advertising:					
- barter	**-**	**1,009**	**-**	**-**	**1,009**
- non-barter	**31,048**	**16,771**	**-**	**-**	**47,819**
Sales of merchandise	**850**	**-**	**366,175**	**-**	**367,025**
Programme and channel sales:					
- Provision of programme broadcast rights	**18,284**	**-**	**-**	**-**	**18,284**
- Production service revenue	**32,792**	**-**	**459**	**-**	**33,251**
- Licensing income	**39,418**	**-**	**-**	**-**	**39,418**
- Others	**4,553**	**-**	**-**	**-**	**4,553**
Others	**27,904**	**92**	**876**	**47**	**28,919**
	4,265,844	**273,794**	**367,510**	**47**	**4,907,195**
Timing of revenue recognition					
At a point in time	**55,381**	**-**	**366,175**	**47**	**421,603**
Over time	**4,210,463**	**273,794**	**1,335**	**-**	**4,485,592**
	4,265,844	**273,794**	**367,510**	**47**	**4,907,195**

Notes to the Financial Statements

31 January 2020

5 Revenue and contract assets/(liabilities) (Cont'd.)

(a) Disaggregation of the Group's revenue from contracts from customers (Cont'd.)

Financial year ended 31 January 2019

	Television RM'000	Radio RM'000	Home-shopping RM'000	Others RM'000	Total RM'000
Major goods and services					
Television services:					
- Subscription	4,002,137	-	-	-	4,002,137
- Prepaid subscription	62,057	-	-	-	62,057
- Non-subscription based set-top boxes	51,549	-	-	-	51,549
- Others*	72,440	-	-	-	72,440
Advertising airtime sales:					
- barter	6,538	12,653	-	-	19,191
- non-barter	362,103	255,728	-	-	617,831
Digital advertising:					
- barter	-	2,705	-	-	2,705
- non-barter	25,486	21,696	-	-	47,182
Sales of merchandise	1,575	-	371,157	-	372,732
Programme and channel sales:					
- Provision of programme broadcast rights	39,403	-	-	-	39,403
- Production service revenue	73,107	-	211	-	73,318
- Licensing income	91,034	-	-	-	91,034
- Others	7,735	-	-	-	7,735
Others	14,705	83	2,597	708	18,093
	4,809,869	292,865	373,965	708	5,477,407
Timing of revenue recognition					
At a point in time	83,948	-	371,157	-	455,105
Over time	4,725,921	292,865	2,808	708	5,022,302
	4,809,869	292,865	373,965	708	5,477,407

Revenue from contract with customers of the Company comprise management fees, recognised over time.

* *Comprise interactive services, set up fees revenue, activation fee and technical service fee.*

5 Revenue and contract assets/(liabilities) (Cont'd.)

(b) Assets and liabilities related to contracts with customers:

The Group has recognised the following assets and liabilities related to contracts with customers:

Contract assets

	Group	
	2020 RM'000	2019 RM'000
At beginning of financial year	**9,625**	-
Effect arising from adoption of MFRS 15	**-**	5,107
At beginning of financial year, as adjusted	**9,625**	5,107
Transfer to receivables	**(9,625)**	(5,107)
Additions due to revenue recognised during the financial year	**8,557**	9,625
At end of financial year	**8,557**	9,625

Contract assets represent completed performance obligation in relation to television services and programme and channel sales for which billings have not been raised.

Contract liabilities

	Group	
	2020 RM'000	2019 RM'000
At beginning of financial year	**208,720**	-
Effect arising from adoption of MFRS 15	**-**	222,110
At beginning of financial year, as adjusted	**208,720**	222,110
Increases due to cash received	**191,343**	234,787
Revenue recognised in income statement during the financial year	**(225,815)**	(248,177)
At end of financial year	**174,248**	208,720

Contract liabilities mainly comprise subscription fees billed prior to services being provided and allocation of non-subscription based set-top boxes revenue over the period.

Contract liabilities represent the aggregate amount of the transaction price allocated to the remaining performance obligation and the Group will recognise this revenue as and when service is provided, which is expected to occur over the next 1 to 12 months.

Notes to the Financial Statements

31 January 2020

6 Profit Before Tax

(a) The following items have been expensed off in arriving at profit before tax (excluding finance costs and finance income):

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Amortisation:				
- film library and programme rights	**373,150**	382,532	**-**	-
- event license rights	**115**	9,132	**-**	-
- contract costs assets	**49,614**	56,108	**-**	-
- software	**156,655**	139,169	**-**	-
Auditors' remuneration:				
- audit	**1,749**	2,079	**510**	573
- audit related services (including quarterly reviews)	**768**	873	**695**	735
- other services*	**823**	1,157	**-**	-
Bad debts written off	**1,195**	8,172	**-**	-
Set-top boxes related costs	**35,238**	45,996	**-**	-
Corporate management costs	**-**	-	**4,142**	6,620
Corporate responsibility programme costs	**7,698**	11,293	**-**	-
Depreciation:				
- property, plant and equipment	**299,627**	506,910	**14**	10
- right-of-use	**188,339**	-	**-**	-
Fair value loss on derivatives recycled to income statement arising from foreign exchange risk	**-**	34,186	**-**	-
Impairment:				
- film library and programme rights	**1,923**	7,448	**-**	-
- software	**5,467**	16,725	**-**	-
- property, plant and equipment	**146**	1,053	**-**	-
- receivables	**51,467**	32,550	**-**	-
- advances to subsidiaries	**-**	-	**-**	1,254
- investments accounted for using equity method	**-**	2,142	**-**	-
Insurance	**3,212**	6,346	**1**	82
Inventories written off	**386**	1,335	**-**	-
Maintenance expenses	**94,720**	97,688	**190**	290
Marketing and market research expenses	**78,828**	136,833	**179**	310
Professional, consultancy and other related expenses	**128,989**	133,324	**1,417**	851
Programme provider fees	**973,493**	1,248,009	**-**	-
Property, plant and equipment written off	**321**	57	**-**	-
Realised foreign exchange losses (net)	**403**	-	**244**	240

6 Profit Before Tax (Cont'd.)

(a) The following items have been expensed off in arriving at profit before tax (excluding finance costs and finance income) (Cont'd.):

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Rental:				
- buildings	**3,309**	16,123	**270**	141
- equipment	**9,751**	9,700	**40**	19
- land	**-**	2,435	**-**	-
- storage	**507**	614	**6**	8
Staff costs (Note 7)	**558,235**	702,359	**5,739**	7,769
Selling and distribution expenses**	**134,565**	145,464	**-**	-
Software written off	**181**	-	**-**	-
Unrealised foreign exchange loss (net)	**528**	1,108	**-**	4

Included in cost of sales are programme provider fees, set-top boxes related costs, staff costs, amortisation of film library and programme rights, attributable portion of depreciation of property, plant and equipment and other direct expenses.

* *Fees for other services were incurred in connection with performance of agreed upon procedures, regulatory compliance reporting, tax and advisory services paid or payable to PwC Malaysia, auditors of the Group and Company, member firms of PwC Malaysia and member firms of PwC International Limited.*

** *Included in selling and distribution expenses are sales incentive and warehousing and distribution costs.*

(b) The following amounts have been credited in arriving at profit before tax (excluding finance costs and finance income):

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Gain on disposal of property, plant and equipment	**(887)**	(202)	**-**	-
Realised foreign exchange gains (net)	**-**	(5,287)	**-**	-
Unrealised foreign exchange gains (net)	**-**	-	**(3)**	-
Write back of bad debts	**(3,485)**	(2,078)	**-**	-
Write back of impairment on advances to subsidiary	**-**	-	**(480)**	-
Fair value gain on derivatives recycled to income statement arising from foreign exchange risk	**(6,998)**	-	**-**	-

Notes to the Financial Statements

31 January 2020

7 Staff Costs (including Directors' salaries and other short-term employees' benefits)

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Wages and salaries	**446,487**	502,758	**4,737**	5,191
Employee benefits-in-kind	**27,375**	26,650	**211**	179
Social security costs	**4,118**	4,462	**21**	24
Defined contribution plans	**65,008**	74,269	**703**	773
Staff welfare and allowances	**8,601**	9,685	**67**	66
Share-based payments (Note (a))	**156**	1,989	**-**	103
Separation scheme*	**6,490**	82,546	**-**	1,433
	558,235	702,359	**5,739**	7,769

Directors fees, meeting allowances, estimated money value of benefits-in-kind paid to non-executive directors is disclosed in Note 8 to the financial statements.

The Group and Company contribute to the Employees Provident Fund, the national defined contribution plan. Once the contributions have been paid, the Group and Company have no further payment obligations.

* *Represents the charge in relation to the Employee Separation Scheme accepted by certain employees within the Group and Company.*

(a) Share-based payments

The Company established a Share Scheme, which came into effect on 20 September 2012. An eligible executive or eligible employee who accepts an offer under the Share Awards ("Grantee") shall pay a sum of RM1.00 as consideration for acceptance of that offer. Subject to the terms and conditions of the By-Laws governing the Share Scheme, the Grantees shall be entitled to receive new ordinary shares to be issued pursuant to the Share Awards, on the scheduled vesting dates without further payment, subject to meeting the vesting conditions as set out in their respective letters of offer for their Share Awards, which comprise the performance targets stipulated by the Remuneration Committee of the Company.

The Share Scheme shall be in force for a period of ten years commencing from the date on which the Share Scheme became effective and no share under a share award shall vest beyond the expiry of the duration of the Share Scheme. The Company's Share Scheme consists of two types of share awards namely, Restricted Share Units ("RSU") and Performance Share Units ("PSU").

7 Staff Costs (including Directors' salaries and other short-term employees' benefits) (Cont'd.)

(a) Share-based payments (Cont'd.)

RSU

On 11 October 2012, 19 October 2015 and 19 October 2016, the Company granted share awards in respect of 21,927,000, 629,200 and 511,100 new ordinary shares respectively to the eligible executives and eligible employees of the Group and Company as part of the RSU award.

Key features of the RSU are as follows:

- The RSU granted will vest upon the fulfilment of predetermined vesting conditions including company and individual performance targets.

- The Grantees shall be entitled to receive new ordinary shares in the Company to be issued, on the scheduled vesting dates without further payment.

The movement in the number of RSU is as follows:

Financial year ended 31 January 2020

	Group
	3rd RSU '000
At 1 February	**264**
Forfeited	**(72)**
Vested	**(192)**
At 31 January	**-**

Financial year ended 31 January 2019

	Group	
	3rd RSU '000	2nd RSU '000
At 1 February	366	419
Forfeited	(26)	(64)
Vested	(76)	(355)
At 31 January	264	-

	Company
	2nd RSU '000
At 1 February	7
Vested	(7)
At 31 January	-

Notes to the Financial Statements

31 January 2020

7 Staff Costs (including Directors' salaries and other short-term employees' benefits) (Cont'd.)

(a) Share-based payments (Cont'd.)

RSU (Cont'd.)

Details of the RSU granted:

Grant date	Vesting Date	Group	
		2020 Share grants '000	2019 Share grants '000
19 October 2015 ("2nd RSU")	19 October 2016 – 19 October 2018	-	-
19 October 2016 ("3rd RSU")	19 October 2017 – 19 October 2019	-	264

Grant date	Vesting Date	Company	
		2020 Share grants '000	2019 Share grants '000
19 October 2015 ("2nd RSU")	19 October 2016 – 19 October 2018	-	-

3rd RSU

Vesting tranche	Vesting Date	Group	
		2020 Share grants '000	2019 Share grants '000
2nd Tranche	19 October 2018	-	-
3rd Tranche	19 October 2019	-	264
		-	264

The fair value of the RSU were estimated by an external valuer using the Monte Carlo Simulation Model with the following inputs:

3rd RSU

	Group and Company
	2020/2019
Fair value at grant date	RM2.43-RM2.67
Share price at grant date	RM2.80
Expected volatility	26.19%
Expected dividends	4.82%
Risk-free interest rate (based on Malaysian Government Securities yield)	2.99%

The volatility measured at the standard deviation of continuously compounded share returns is based on statistical analysis of daily share prices over the available trading dates of the Company's shares.

7 Staff Costs (including Directors' salaries and other short-term employees' benefits) (Cont'd.)

(a) Share-based payments (Cont'd.)

PSU

On 1 August 2013, 1 August 2014 and 7 August 2015, the Company granted share awards in respect of 8,624,000, 7,889,600 and 9,093,900 new ordinary shares respectively to eligible executives and eligible employees of the Group and Company as part of the PSU award.

Key features of the PSU are as follows:

- The PSU granted will vest upon fulfilment of predetermined vesting conditions including the Company's performance over a three-year period and individual performance rating.

- The Grantees shall be entitled to receive new ordinary shares in the Company to be issued, on the scheduled vesting dates without further payment.

Details of the PSU granted:

Grant date	Vesting Date	Group	
		2020 Share grants '000	2019 Share grants '000
7 August 2015 ("3rd PSU")	7 August 2018	-	-

Grant date	Vesting Date	Company	
		2020 Share grants '000	2019 Share grants '000
7 August 2015 ("3rd PSU")	7 August 2018	-	-

The movement in the number of PSU is as follows:

Financial year ended 31 January 2019

	Group
	3rd PSU '000
At 1 February	8,205
Lapsed	(8,205)
At 31 January	-

	Company
	3rd PSU '000
At 1 February	329
Lapsed	(329)
At 31 January	-

Notes to the Financial Statements

31 January 2020

7 Staff Costs (including Directors' salaries and other short-term employees' benefits) (Cont'd.)

(a) Share-based payments (Cont'd.)

PSU (Cont'd.)

The fair value of the PSU awards were estimated by an external valuer using the Monte Carlo Simulation Model with the following inputs:

3rd PSU

	Group and Company 2020/2019
Fair value at grant date	RM2.526-RM2.598
Share price at grant date	RM3.00
Expected volatility	25.80%
Expected dividends	4.84%
Risk-free interest rate (based on Malaysian Government Securities yield)	3.48%

The volatility measured at the standard deviation of continuously compounded share returns is based on statistical analysis of daily share prices over the available trading dates of the Company's shares.

8 Directors' Remuneration

The aggregate amount of emoluments receivable by Directors during the financial year was as follows:

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Non-Executive Directors				
Fees and meeting allowances	**3,039**	2,409	**3,029**	2,399
Estimated money value of benefits-in-kind	**30**	30	**30**	30
	3,069	2,439	**3,059**	2,429
Executive Directors*				
Salaries and bonus	**20,428**	32,229	**-**	-
Defined contribution plans	**3,226**	4,981	**-**	-
Estimated money value of benefits-in-kind	**23**	88	**-**	-
Share-based payments (Note 7(a))	**-**	141	**-**	-
Separation scheme	**504**	6,252	**-**	-
	24,181	43,691	**-**	-
Total Directors' remuneration	**27,250**	46,130	**3,059**	2,429

* *Includes Executive Directors of subsidiary companies to comply with the requirements of Companies Act 2016 (as disclosed in the Directors' Report).*

9 Finance Income and Finance Costs

		Group		Company	
		2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
(a)	**Finance income:**				
	Interest income	**11,159**	8,064	**4,773**	36,376
	Dividend income – unit trusts	**18,246**	29,379	**3,022**	3,885
	Unrealised foreign exchange gains (net)	**-**	-	**53,767**	19,625
	Fair value loss on derivatives recycled to income statement arising from foreign exchange risk	**-**	-	**(53,767)**	(19,625)
	Fair value gain on unit trusts (net)	**-**	369	**-**	-
		29,405	37,812	**7,795**	40,261
(b)	**Finance costs:**				
	Interest expense:				
	- Bank borrowings	**92,916**	102,984	**18,468**	50,161
	- Lease liabilities	**97,089**	101,008	**-**	-
	- Vendor financing	**25,361**	27,576	**-**	-
	- Debt service and other finance costs	**17,396**	8,041	**1,072**	6,900
		232,762	239,609	**19,540**	57,061
	Realised foreign exchange losses (net)	**1,262**	3,292	**-**	-
	Unrealised foreign exchange (gains)/losses (net)	**(55,526)**	40,748	**-**	-
	Loss on disposal of unit trusts	**-**	2,589	**-**	39
	Fair value loss on unit trusts (net)	**-**	-	**-**	1,602
	Fair value loss on derivatives recycled to income statement arising from:				
	- Foreign exchange risk	**57,444**	19,169	**-**	-
	- Interest rate risk	**2,973**	11,670	**2,311**	10,307
		238,915	317,077	**21,851**	69,009

Notes to the Financial Statements

31 January 2020

10 Tax Expense

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Current tax:				
- Malaysian income tax	**227,023**	214,324	**-**	-
- Foreign tax	**446**	4,443	**-**	-
- (Over)/under accrual in prior year	**(4,027)**	4,667	**-**	-
	223,442	223,434	**-**	-
Deferred tax (Note 27):				
- Origination and reversal of temporary differences	**(5,377)**	(33,113)	**37**	(13)
	218,065	190,321	**37**	(13)

The reconciliation between tax expense and accounting profit multiplied by the Malaysian corporate tax rate is as follows:

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Profit before tax	**862,680**	651,145	**776,613**	443,547
Tax at the Malaysian corporate tax rate of 24% (2019: 24%)	**207,043**	156,275	**186,387**	106,451
Share of post tax results from investments accounted for using the equity method	**(21)**	(191)	**-**	-
Expenses not deductible for tax purposes	**11,428**	27,618	**7,445**	12,999
Income not subject to tax	**(3,422)**	(7,074)	**(193,832)**	(119,450)
Effect of tax rates in foreign jurisdictions	**405**	2,159	**-**	-
Recognition and utilisation of previously unrecognised temporary differences	**-**	(1,173)	**-**	-
(Over)/under accrual in prior year	**(4,027)**	4,667	**-**	-
Under/(over) accrual in prior year deferred tax	**2,021**	(13,862)	**37**	(13)
Unrecognised deferred tax assets	**4,638**	21,902	**-**	-
Tax expense	**218,065**	190,321	**37**	(13)

11 Earnings per Ordinary Share

The calculation of basic earnings per ordinary share for the financial year ended 31 January 2020 was based on the profit attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding.

The calculation of diluted earnings per ordinary shares for the financial year ended 31 January 2020 was based on profit attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding after adjustment for the effects of all dilutive potential ordinary shares.

The following tables reflect the profit and share data used in the computation of basic and diluted earnings per share:

	Group	
	2020 RM'000	2019 RM'000
Profit for the year attributable to ordinary shareholders used in the computation of basic/diluted earnings per share	**655,298**	462,921

(a) Basic earnings per share

Weighted average number of ordinary shares for basic earnings per share computation:

	Group	
	2020	2019
Weighted average number of ordinary shares for basic earnings per share* ('000)	**5,214,369**	5,214,006
Basic earnings per ordinary share (RM)	**0.13**	0.09

(b) Diluted earnings per share

Weighted average number of ordinary shares for basic earnings per share* ('000)	**5,214,369**	5,214,006
Adjustment for:		
Grant of share award under the management share scheme ('000)	**-**	109
Weighted average number of ordinary shares for diluted earnings per share ('000)	**5,214,369**	5,214,115
Diluted earnings per ordinary share (RM)	**0.13**	0.09

* *The weighted average number of shares takes into account the weighted average effect of ordinary shares issued during the year.*

Notes to the Financial Statements

31 January 2020

12 Dividends

The followings dividends were declared and paid by the Group and the Company:

	2019 RM'000
In respect of the financial year ended 31 January 2018:	
Fourth interim single-tier dividend of RM0.03 per share on 5,213,883,600 ordinary shares, declared on 28 March 2018 and paid on 27 April 2018	156,416
Final single-tier dividend of RM0.005 per share on 5,213,883,600 ordinary shares, approved by shareholders at the Annual General Meeting on 7 June 2018 and paid on 6 July 2018	26,070
	182,486
In respect of the financial year ended 31 January 2019:	
First interim single-tier dividend of RM0.025 per share on 5,213,883,600 ordinary shares, declared on 6 June 2018 and paid on 6 July 2018	130,347
Second interim single-tier dividend of RM0.025 per share on 5,213,883,600 ordinary shares, declared on 26 September 2018 and paid on 26 October 2018	130,347
Third interim single-tier dividend of RM0.025 per share on 5,214,314,500 ordinary shares, declared on 5 December 2018 and paid on 4 January 2019	130,358
	391,052
	573,538

	2020 **RM'000**
In respect of the financial year ended 31 January 2019:	
Fourth interim single-tier dividend of RM0.015 per share on 5,214,314,500 ordinary shares, declared on 26 March 2019 and paid on 25 April 2019	**78,215**
In respect of the financial year ended 31 January 2020:	
First interim single-tier dividend of RM0.02 per share on 5,214,314,500 ordinary shares, declared on 25 June 2019 and paid on 25 July 2019	**104,286**
Second interim single-tier dividend of RM0.02 per share on 5,214,314,500 ordinary shares, declared on 12 September 2019 and paid on 11 October 2019	**104,286**
Third interim single-tier dividend of RM0.02 per share on 5,214,506,700 ordinary shares, declared on 4 December 2019 and paid on 3 January 2020	**104,290**
	312,862
	391,077

Subsequent to the financial year, on 25 March 2020, the Directors declared a fourth interim single-tier dividend of RM0.015 per share on 5,214,506,700 ordinary shares in respect of the financial year ended 31 January 2020, amounting to RM78,217,601, which had been paid on 24 April 2020.

The Directors do not recommend any final dividend to be paid for the financial year ended 31 January 2020.

13 Property, Plant and Equipment

	[1] Freehold land RM'000	Buildings RM'000	[2] Satellite transponders RM'000	Equipment, fixtures and fittings RM'000	Broadcast and transmission equipment RM'000	Assets under construction RM'000	Total RM'000
Group							
Net book value							
At 1 February 2019	10,586	130,693	1,403,678	90,935	524,732	72,490	2,233,114
Effect arising from adoption of MFRS 16 (Note 42)	-	-	(1,403,678)	(6,060)	-	-	(1,409,738)
Additions	-	-	-	2,738	186,349[4]	12,059	201,146
Adjustments	-	(471)	-	-	-	-	(471)
Disposal	-	-	-	(112)	(294)	-	(406)
Transfers between classes	-	18,076	-	7,571	50,529	(76,176)	-
Reclassification to/ (from) intangible assets (Note 20)	-	-	-	55	951	(4,030)	(3,024)
Impairment	-	-	-	-	(146)	-	(146)
Written off	-	-	-	(319)	(2)	-	(321)
Depreciation charge	-	(5,902)	-	(27,571)	(266,154)	-	(299,627)
At 31 January 2020	10,586	142,396	-	67,237	495,965	4,343	720,527
At 31 January 2020							
Cost	10,586	188,118	-	524,377	4,260,584[5]	4,343	4,988,008
Accumulated depreciation and impairment	-	(45,722)	-	(457,140)	(3,764,619)	-	(4,267,481)
Net book value	10,586	142,396	-	67,237	495,965[6]	4,343	720,527

Notes to the Financial Statements

31 January 2020

13 Property, Plant and Equipment (Cont'd.)

	[1] Freehold land RM'000	Buildings RM'000	[2] Satellite transponders RM'000	[2] Equipment, fixtures and fittings RM'000	Broadcast and transmission equipment RM'000	Assets under construction RM'000	Total RM'000
Group (Cont'd.)							
Net book value							
At 1 February 2018	10,586	136,978	1,496,419	101,858	609,871	45,134	2,400,846
Additions	-	-	76,594[3]	19,801	180,876[4]	64,216	341,487
Adjustments	-	(488)	-	-	-	-	(488)
Disposal	-	-	-	(260)	(4)	-	(264)
Transfers between classes	-	-	-	2,059	34,801	(36,860)	-
Reclassification to intangible assets (Note 20)	-	-	-	(468)	-	-	(468)
Impairment	-	-	-	(390)	(663)	-	(1,053)
Written off	-	-	-	(12)	(45)	-	(57)
Exchange differences	-	-	-	19	2	-	21
Depreciation charge	-	(5,797)	(169,335)	(31,672)	(300,106)	-	(506,910)
At 31 January 2019	10,586	130,693	1,403,678	90,935	524,732	72,490	2,233,114
At 31 January 2019							
Cost	10,586	170,513	2,367,906	548,064	4,107,807[5]	72,490	7,277,366
Accumulated depreciation and impairment	-	(39,820)	(964,228)	(457,129)	(3,583,075)	-	(5,044,252)
Net book value	10,586	130,693	1,403,678	90,935	524,732[6]	72,490	2,233,114

(1) *The Selangor State Authority's approval is required for any disposal of the land or pledging of the land as collateral or security for the benefit of third parties.*

(2) *Includes assets held under a lease liability as disclosed in Note 26(a).*

(3) *Includes significant non-cash transactions of RM Nil (2019: RM76,594,000) as disclosed in Note 33.*

(4) *Includes significant non-cash transactions of RM172,329,000 (2019: RM165,514,000) as disclosed in Note 33.*

(5) *Includes fully depreciated Pay-TV set-top boxes of RM2,356,511,000 (2019: RM2,266,674,000) that are still in use.*

(6) *Includes net book value of Pay-TV set-top boxes of RM232,223,000 (2019: RM236,425,000).*

13 Property, Plant and Equipment (Cont'd.)

	Equipment, fixtures and fittings	
	2020 RM'000	2019 RM'000
Company		
Net book value		
At 1 February	**33**	24
Additions	**4**	22
Disposal	**(2)**	(3)
Depreciation charge	**(14)**	(10)
At 31 January	**21**	33
At 31 January		
Cost	**785**	786
Accumulated depreciation	**(764)**	(753)
Net book value	**21**	33

14 Right-of-use assets

	2020 RM'000
Group	
Carrying amount	
Leasehold land	**39,680**
Satellite transponders	**1,232,216**
Office	**22,037**
Equipment	**16,348**
Warehouse	**6,100**
At 31 January	**1,316,381**
Depreciation charge	
Leasehold land	**1,618**
Satellite transponders	**171,462**
Office	**10,208**
Equipment	**2,839**
Warehouse	**2,212**
At 31 January	**188,339**
Addition to the Right-of-use ("ROU") assets during the financial year	**2,718**
Expenses relating to short-term leases	**3,057**
Expenses relating to leases of low value	**6,633**

Notes to the Financial Statements

31 January 2020

15 Investment in Subsidiaries

	Company	
	2020 RM'000	2019 RM'000
Unquoted shares, at cost	**6,995,879**	6,955,879
Investment in Redeemable Preference Shares ("RPS")	**214,400**	214,400
	7,210,279	7,170,279
Less: Impairment of investment in RPS	**(982)**	(982)
	7,209,297	7,169,297

Details of the subsidiaries are as follows:

Name of subsidiaries	Country of incorporation and place of business	Group's effective interest 2020 %	Group's effective interest 2019 %	Principal activities
Directly held by the Company				
Astro (Brunei) Sdn. Bhd. ("ABSB")	Malaysia	**100**	100	Investment holding
Astro Digital Sdn. Bhd. ("ADSB")	Malaysia	**100**	100	Investment holding
Astro Entertainment Sdn. Bhd. ("AESB")	Malaysia	**100**	100	Organising trade related projects, marketing, soliciting and sale of airtime
Astro Group Services Sdn. Bhd. ("AGS")	Malaysia	**100**	100	Management services
Astro Productions Sdn. Bhd. ("APSB")	Malaysia	**100**	100	Production and distribution of television programmes and rental of building
Astro Production Services Sdn. Bhd. ("APSSB")	Malaysia	**100**	100	Production and distribution of television programmes and related services
Astro Shaw Sdn. Bhd.("ASSB")	Malaysia	**100**	100	Production and distribution of films
Astro GTS Sdn. Bhd. ("GTS")	Malaysia	**100**	100	Provision of In-house Banking services
MEASAT Broadcast Network Systems Sdn. Bhd. ("MBNS")	Malaysia	**100**	100	Provision of television services
Astro Retail Ventures Sdn. Bhd. ("ARV")	Malaysia	**100**	100	Investment holding
Tribe Network Asia Pacific Limited (registered as a foreign company in Malaysia) ("Tribe")	Hong Kong	**100**	100	Creation, aggregation, distribution and monetisation of content

15 Investment in Subsidiaries (Cont'd.)

Name of subsidiaries	Country of incorporation and place of business	Group's effective interest 2020 %	Group's effective interest 2019 %	Principal activities
Subsidiaries held by MBNS				
Astro Radio Sdn. Bhd. ("ARSB")	Malaysia	**100**	100	Management of commercial radio broadcasting stations, content and programming provider and provision of multimedia and advertising agency services
Maestra Broadcast Sdn. Bhd. ("MBSB")	Malaysia	**100**	100	Operation of commercial radio broadcasting stations
MEASAT Digicast Sdn. Bhd. ("MDIG")	Malaysia	**100**	100	Inactive
MEASAT Radio Communications Sdn. Bhd. ("MRC")	Malaysia	**100**	100	Operation of commercial radio broadcasting stations
Perfect Excellence Waves Sdn. Bhd. ("PEW")	Malaysia	**100**	100	Operation of commercial radio broadcasting stations
Radio Lebuhraya Sdn. Bhd. ("RLSB")	Malaysia	**100**	100	Operation of commercial radio broadcasting stations
Astro Media Solutions Sdn. Bhd. (formerly known as Capital FM Sdn. Bhd.) ("AMS")	Malaysia	**100**	100	Operation of broadcasting stations
Yayasan Astro Kasih ("Yayasan")	Malaysia	**-**	-	Advancing and benefitting the community
Subsidiary held by ARSB				
DVR Player.Com Sdn. Bhd. ("DVRSB")	Malaysia	**100**	100	Provision of radio services via internet
Subsidiaries held by AESB				
Astro Arena Sdn. Bhd. ("AASB")	Malaysia	**100**	100	Inactive
Astro Awani Network Sdn. Bhd. ("AANSB")	Malaysia	**80**	80	Provision of news content
Maestro Talent and Management Sdn. Bhd. ("MTAM")	Malaysia	**100**	100	Provision of training and related services
Astro Sports Marketing Sdn. Bhd. ("ASM")	Malaysia	**100**	100	Investment holding

Notes to the Financial Statements

31 January 2020

15 Investment in Subsidiaries (Cont'd.)

Name of subsidiaries	Country of incorporation and place of business	Group's effective interest 2020 %	Group's effective interest 2019 %	Principal activities
Subsidiaries held by ASSB				
Karya Anggun Sdn. Bhd. ("KASB")	Malaysia	**100**	100	Provision of consultancy services
Nusantara Retail Sdn. Bhd. ("NRSB")	Malaysia	**100**	100	Retailing and sales of merchandise
Tayangan Unggul Sdn. Bhd. ("TUSB")	Malaysia	**100**	100	Film production, acquisition, commissioning and distribution as well as the provision of contact centre services
Subsidiaries held by ADSB				
Astro Digital 5 Sdn. Bhd. ("AD5SB")	Malaysia	**100**	100	Development and licensing of multimedia and interactive applications
Rocketfuel Entertainment Sdn. Bhd. ("RFESB")	Malaysia	**100**	100	Talent management, creative services, music sound recording, music publishing, film production and related business
Nu Ideaktiv Sdn. Bhd. ("NISB")	Malaysia	**34**	34	Creation and monetisation of content verticals in Malaysia and the Nusantara region
Subsidiary held by ASM				
Asia Sports Ventures Pte. Ltd. ("ASV")	Singapore	**100**	100	Inactive
Subsidiary held by ARV				
Astro GS Shop Sdn. Bhd. ("Go Shop")	Malaysia	**60**	60	Home shopping business
Subsidiary held by Go Shop				
Astro GS Shop Singapore Pte. Ltd. ("Go Shop Singapore")	Singapore	**60**	60	Home shopping business

All the subsidiaries are audited by PricewaterhouseCoopers PLT Malaysia, except for Tribe, ASV and Go Shop Singapore which are audited by member firms of PricewaterhouseCoopers International Limited.

15 Investment in Subsidiaries (Cont'd.)

The Group's effective equity interest in the subsidiaries, the respective principal activities and countries of incorporation are listed above. Other than Yayasan and NISB, which is consolidated in the Group's financial results, the proportion of the Group's voting rights in the subsidiaries held by the Group do not differ from the proportion of ordinary shares held or the Group's effective equity interest in the subsidiaries.

Yayasan is a company limited by guarantee. The Group has de facto control over Yayasan due to control over the source of funding. During the year, subsidiaries of the Company have made donations of RM3,500,000 (2019: RM Nil) to Yayasan for activities advancing and benefitting the community. The subsidiaries intend to continue providing such support to Yayasan.

During the year, the Company subscribed for the following:

(a) Additional 39,000,000 ordinary share in ARV for a total consideration of RM39,000,000 effected by way of full settlement of outstanding advances of RM38,987,725.29 owing from ARV and cash of RM12,274.71. The subscription of the new share did not result in any change in the Company's equity interest in ARV.

(b) Additional 1,000,000 ordinary share in GTS for a total cash consideration of RM1,000,000 effected by way of full settlement of outstanding advances of RM1,000,000 owing from GTS. The subscription of the new share did not result in any change in the Company's equity interest in GTS.

In the prior financial year, the Company subscribed for the following:

(a) Additional 6,650,000 ordinary share in ASSB for a total cash consideration of RM6,650,000. The subscription of the new share did not result in any change of the Company's equity interest in ASSB.

(b) Additional 50,000,104 ordinary share in ADSB for a total cash consideration of RM50,000,104. Correspondingly, ADSB subscribed for 104 Class A ordinary shares in NISB which carry one vote for each share and 50,000,000 Class B ordinary shares in NISB which carry two votes for each share, representing 51% voting rights. Details on the acquisition are disclosed in Note 41 to the financial statements.

(c) Additional 95,000,000 ordinary share in AESB for RM95,000,000.

In the prior financial year, a wholly-owned subsidiary of the Company, MBNS, redeemed 10,000 RPS by paying in cash RM10,000 to the Company.

The Company performed an impairment assessment on its investment in subsidiaries from the television and radio segments. The impairment assessment involved comparison of its carrying amount against its recoverable amount which was determined based on VIU calculation. No impairment charge was recognised as its recoverable amount exceeded its carrying amount.

Sensitivity analysis has been performed around the base case assumptions with the conclusion that no reasonably possible changes in key assumptions would cause the recoverable amount to be less than the carrying amount. Based on the sensitivity analysis performed, if compound revenue growth rates for television and radio segments are nil respectively, its recoverable amount will continue to be higher than its carrying amount.

Notes to the Financial Statements

31 January 2020

15 Investment in Subsidiaries (Cont'd.)

Non-controlling interests ("NCI") in subsidiaries

	NISB RM'000	Other subsidiaries with immaterial NCI RM'000	Total RM'000
Group – 2020			
NCI percentage of ownership interest	**66%**		
NCI percentage of voting interest	**49%**		
Carrying amount of NCI	**95,849**	**(12,892)**	**82,957**
Loss allocated to NCI	**(434)**	**(10,249)**	**(10,683)**
Group – 2019			
NCI percentage of ownership interest	66%		
NCI percentage of voting interest	49%		
Carrying amount of NCI	96,283	(2,643)	93,640
Profit/(loss) allocated to NCI	283	(2,380)	(2,097)

Set out below is the summarised financial information for a subsidiary with NCI that is material to the Group:

	NISB	
	2020 RM'000	2019 RM'000
Summarised balance sheet		
Non-current assets	**106,968**	106,828
Current assets	**56,909**	58,369
Non-current liabilities	**(10,275)**	(9,793)
Current liabilities	**(7,804)**	(9,022)
Summarised income statement		
Revenue	**27,121**	18,032
Expenses	**(27,703)**	(17,653)
(Loss)/profit/total comprehensive (loss)/profit for the financial year	**(582)**	379
Summarised cash flow		
Cash flow from operating activities	**2,663**	2,526
Net cash used in investing activities	**(2,288)**	(50,450)
Net cash flow from financing activity	**-**	50,000
Net increase in cash and cash equivalents	**375**	2,076

The information above is the amount before inter-company eliminations.

16 Investment in Associates

	Group	
	2020 RM'000	2019 RM'000
Share of net assets and reserves	-	-

The associates are not material to the Group.

	Group	
	2020 RM'000	2019 RM'000
Income statements		
Revenue	**34,233**	81,082
Expenses	**(58,705)**	(99,979)
Loss/total comprehensive loss for the financial year	**(24,472)**	(18,897)
Share of profit for the financial year	**-**	713

The Group has not recognised losses related to Kristal-Astro Sdn. Bhd. amounting RM11,967,000 (2019: RM10,984,000) in respect of the current financial year (total unrecognised accumulated losses of RM41,340,000) (2019: RM29,373,000), since the Group has no obligation in respect of these losses and the carrying value of the investment is Nil (2019: Nil).

Details of the associates are as follows:

Name of associates	Country of incorporation and place of business	Group's effective interest		Principal activities
		2020 %	2019 %	
Associate held by ABSB				
Kristal-Astro Sdn. Bhd.	Brunei	**48.9**	48.9	Provision of television services
Associate held by AESB				
Turner Astro Limited ("TAL") (Note (a))	Hong Kong	**-**	20	Provision of television services

(a) As at 31 January 2019, the Group intends to dispose the stake held in TAL for a nominal consideration of HKD 2.00 and to terminate the Joint Venture Agreement dated 14 October 2016. Pursuant to this, an impairment charge of RM2,142,000 was recognised in the Group's FY19 income statement.

On 10 May 2019, AESB disposed of its entire 20% equity stake held in TAL for a nominal consideration of HKD2.00 and terminated the joint venture arrangement pursuant to the Sale and Purchase Agreement and the Letter Agreement for Termination of the Joint Venture Agreement, both of which were dated 10 May 2019, entered into between AESB and Turner Asia Pacific Ventures, Inc.

Notes to the Financial Statements

31 January 2020

17 Investment in Joint Venture

	Group	
	2020 RM'000	2019 RM'000
Share of net assets and reserves	**2,214**	2,127

The joint venture is not material to the Group.

Income statements		
Revenue	**8,189**	5,326
Expenses	**(7,889)**	(5,038)
Profit/total comprehensive profit for the financial year	**300**	288
Share of profit for the financial year	**87**	83

Commitment and contingent liabilities in respect of joint venture

There are no commitments and contingent liabilities relating to the Group's interest in joint venture.

Details of the joint venture are as follows:

Name of joint venture	Country of incorporation and place of business	Group's effective interest		Principal activities
		2020 %	2019 %	
Joint Venture held by AESB				
Red Communications Sdn. Bhd.	Malaysia	**28.9**	28.9	Provision of services in communication and organising media related events

18 Other investments

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Non-current				
Financial assets at FVOCI:				
- Preference shares in an unquoted company (Note (a))	**10,657**	4,085	**-**	-
	10,657	4,085	**-**	-
Current				
Financial assets at FVTPL:				
- Investment in unit trusts (Note (b))	**647,167**	348,680	**111,826**	-
	647,167	348,680	**111,826**	-
	657,824	352,765	**111,826**	-

(a) Preference shares

On 15 December 2017, ADSB subscribed to 186,219 Series A-3 Preferred Stock of Catalyst IT Services, Inc., a Delaware corporation. The Series A-3 Preferred Stock are convertible to ordinary shares on a 1:1 ratio.

(b) Investment in unit trusts

Investment in unit trusts made by the Group and the Company can be purchased or liquidated with one day's notice.

19 Advances to Subsidiaries

Non-current

Advances to subsidiaries are unsecured, with no fixed terms of repayment. The effective interest rate during the financial year ranges from 4.8% to 5.1% (2019: 4.9% to 5.5%) per annum.

Included in advances to subsidiaries is an impairment of RM49,557,000 (2019: RM50,037,000). During the current financial year, there was a write back of impairment amounting RM480,000 (2019: impairment of RM1,254,000). The impairment amount was recognised pursuant to MFRS 9 impairment assessment.

Current

Advances to subsidiaries are unsecured, with no fixed terms of repayment and are subject to interest ranging from 4.8% to 5.1% (2019: 4.9% to 5.5%) per annum.

Notes to the Financial Statements

31 January 2020

20 Intangible Assets

Group	Goodwill RM'000	Intellectual properties RM'000	Brands and spectrums RM'000	Event licence rights RM'000	Film library and programme rights RM'000	Computer software RM'000	Software development RM'000	Total RM'000
Net book value								
At 1 February 2019	1,140,117	40,805	368,263	1,647	239,844	212,554	88,680	2,091,910
Effect arising from adoption of MFRS 16 (Note 42)	-	-	-	-	-	(1,040)	-	(1,040)
Additions	-	-	-	-	315,020	68,881	83,423	467,324
Reclassification from/(to) property, plant and equipment (Note 13)	-	-	-	-	-	4,030	(1,006)	3,024
Transfer between classes	-	-	-	-	-	59,261	(59,261)	-
Impairment	-	-	-	-	(1,923)	(5,467)	-	(7,390)
Written off	-	-	-	-	-	(181)	-	(181)
Amortisation charge	-	-	-	(115)	(373,150)	(156,655)	-	(529,920)
At 31 January 2020	1,140,117	40,805	368,263	1,532	179,791	181,383	111,836	2,023,727
At 31 January 2020								
Cost	1,140,117	40,805	368,263	8,452	3,146,187	1,453,440	111,836	6,269,100
Accumulated amortisation and impairment	-	-	-	(6,920)	(2,966,396)	(1,272,057)	-	(4,245,373)
Net book value	1,140,117	40,805	368,263	1,532	179,791	181,383	111,836	2,023,727

20 Intangible Assets (Cont'd.)

Group (Cont'd.)	Goodwill RM'000	Intellectual properties RM'000	Brands and spectrums RM'000	Event licence rights RM'000	Film library and programme rights RM'000	Computer software RM'000	Software development RM'000	Total RM'000
Net book value								
At 31 January 2018, as reported	1,075,129	-	368,263	10,722	245,668	272,281	67,240	2,039,303
Effect arising from adoption of MFRS 15	-	-	-	-	(2,543)	-	-	(2,543)
At 1 February 2018, as adjusted	1,075,129	-	368,263	10,722	243,125	272,281	67,240	2,036,760
Additions	-	-	-	-	386,706	41,528	75,631	503,865
Acquisition of a subsidiary (Note 41)	64,988	40,805	-	-	-	-	-	105,793
Reclassification from/ (to) property, plant and equipment (Note 13)	-	-	-	-	-	845	(377)	468
Transfer between classes	-	-	-	-	-	53,820	(53,820)	-
Impairment	-	-	-	-	(7,448)	(16,725)	-	(24,173)
Exchange differences	-	-	-	57	(7)	(26)	6	30
Amortisation charge	-	-	-	(9,132)	(382,532)	(139,169)	-	(530,833)
At 31 January 2019	1,140,117	40,805	368,263	1,647	239,844	212,554	88,680	2,091,910
At 31 January 2019								
Cost	1,140,117	40,805	368,263	20,597	2,994,203	1,353,850	88,680	6,006,515
Accumulated amortisation and impairment	-	-	-	(18,950)	(2,754,359)	(1,141,296)	-	(3,914,605)
Net book value	1,140,117	40,805	368,263	1,647	239,844	212,554	88,680	2,091,910

Notes to the Financial Statements

31 January 2020

20 Intangible Assets (Cont'd.)

Company	Computer software	
	2020 RM'000	2019 RM'000
Net book value		
At 1 February	-	-
Amortisation charge	-	-
At 31 January	-	-
At 31 January		
Cost	12	12
Accumulated amortisation	(12)	(12)
Net book value	-	-

The remaining amortisation period of film library and programme rights at the end of the financial year ranged from 1 month to 2 years (2019: 1 month to 3 years).

The remaining amortisation period of software at the end of the financial year ranged from 1 month to 4 years (2019: 1 month to 4 years).

The remaining amortisation period of event licence rights at the end of the financial year is 8 years (2019: 9 years).

Intellectual properties

Intellectual properties relate to thirty eight (38) titles and trademarks acquired in the business combination exercise as disclosed in Note 41 to the financial statements. As explained in Note 3E(h), the useful life of these intellectual properties is estimated to be indefinite.

Brands

Brands relate to the nine FM terrestrial radio stations and additional themed music channels that are broadcasted on the ASTRO satellite television platform. As explained in Note 3E(d), the useful life of these brands is estimated to be indefinite.

Spectrums

Spectrums relate to two FM terrestrial radio stations. As explained in Note 3E(g), the useful life of these spectrums is estimated to be indefinite.

20 Intangible Assets (Cont'd.)

Impairment testing of goodwill, intellectual properties, brands and spectrums

Goodwill arising from business combinations, intellectual properties, brands and spectrums have been allocated to three individual cash-generating units ("CGU") for impairment testing as follows:

- Television
- Radio
- Others

The carrying amounts of goodwill, intellectual properties, brands and spectrums allocated to each CGU are as follows:

	Television RM'000	Radio RM'000	Others RM'000	Total RM'000
As at 31 January 2020/31 January 2019				
Goodwill	539,605	600,512	-	1,140,117
Intellectual properties	-	-	40,805	40,805
Brands	-	328,000	-	328,000
Spectrums	-	40,263	-	40,263

The recoverable amounts of the CGUs have been determined based on value in use ("VIU") calculations using approved financial budget for 2021 and cash flow projections for the next 4 years with terminal values at the end of year 5 (2019: approved financial budget for 2020 and cash flow projections for the next 2 years with terminal values at the end of year 3). The pre-tax discount rate applied to the approved financial budget for 2021 and cash flow projections for the next 4 years (2019: approved financial budget for 2020 and cash flow projection for the next 2 years) are as follows:

	Television %	Radio %	Others %
As at 31 January 2020			
Pre-tax discount rates	10.0	9.4	16.3
Terminal growth assumption	0.0	0.0	0.0
Compound revenue growth rate in the projection year	0.01	4.62	26.76

	Television %	Radio %	Others %
As at 31 January 2019			
Pre-tax discount rates	11.0	10.0	15.8-23.5
Terminal growth assumption	1.0	1.0	1.0
Compound revenue growth rate in the projection year	0.7	2.3	8.5-12.3

Notes to the Financial Statements

31 January 2020

20 Intangible Assets (Cont'd.)

Impairment testing of goodwill, intellectual properties, brands and spectrums (Cont'd.)

The projection assumes the renewal of all current licences granted to the Group.

Pre-tax discount rates reflect the current market assessment of the risks specific to each CGU. This is the benchmark used by management to assess operating performance and to evaluate future investment proposals. In determining appropriate discount rates for each CGU, regard has been given to the Malaysian 20-year risk free rate and Malaysia's long term consumer price index ("CPI").

Terminal growth and compound revenue growth rate assumptions represent management's assessment of future trends in the regional media and entertainment industry, expectation of growth of new businesses and business segments and are based on both external and internal sources.

Sensitivity analysis has been performed around the base case assumptions with the conclusion that no reasonably possible changes in key assumptions would cause the recoverable amount to be less than the carrying amount. Based on the sensitivity analysis performed, if the compound revenue growth rates for television and radio segments are nil respectively, the recoverable amount will continue to be higher than the carrying amount of the respective CGU. If the compound revenue growth rate for others segment decreases by 4.4%, then the recoverable amount will be equal to the carrying amount.

21 Inventories

	Group	
	2020 RM'000	2019 RM'000
At cost		
Set-top boxes	**7,518**	8,790
Merchandise	**1,895**	3,868
Other materials	**3,677**	3,621
	13,090	16,279
At net realisable value		
Set-top boxes	**5**	5
	13,095	16,284

Included in cost of sales is cost of inventories charged to the income statement amounting to RM300,290,000 (2019: RM309,395,000).

22 Receivables

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Non-current				
Deposits	**80,361**	56,344	**-**	-
Downpayments and prepayments	**136,312**	121,804	**-**	-
Contract cost assets	**2,207**	1,906	**-**	-
	218,880	180,054	**-**	-
Current				
Trade receivables	**397,745**	530,239	**-**	-
Impairment of trade receivables (Note 37(a))	**(39,311)**	(44,248)	**-**	-
	358,434	485,991	**-**	-
Other receivables, net of impairment	**25,583**	33,993	**828**	857
Contract cost assets	**22,926**	29,206	**-**	-
Deposits	**15,840**	10,976	**81**	36
Amounts due from related parties, net of impairment	**4,891**	9,137	**68**	7
Amount due from associate, net of impairment	**-**	-	**-**	-
Amounts due from subsidiaries	**-**	-	**282,877**	75,614
Downpayments and prepayments	**241,239**	239,127	**17**	26
	668,913	808,430	**283,871**	76,540

The Group's non-current and current amounts due from related companies and related parties are unsecured, non-interest bearing and have no fixed terms of repayment. The Company's amounts due from subsidiaries and related parties are unsecured, non-interest bearing, have no fixed terms of repayment and includes dividend receivable of RM256,002,000 (2019: RM25,950,000).

Included in deposits of the Group are deposits paid to related parties of RM85,692,000 (2019: RM56,343,000) which are neither past due nor impaired.

Credit terms of trade receivables range from payment in advance to 60 days (2019: payment in advance to 60 days).

Concentration of credit risk with respect to trade receivables is limited due to the Group's large number of customers. The Group's historical experience in the collection of account receivables falls within the recorded allowances.

Notes to the Financial Statements

31 January 2020

22 Receivables (Cont'd.)

Movements in impairment of trade receivables, other receivables, amounts due from related parties and amount due from associate are as disclosed in Note 37(a).

Contract cost assets

	Group	
	2020 RM'000	2019 RM'000
Sales commission included in selling and distribution expenses	**9,389**	8,651
Non-subscription based set-top boxes costs	**15,744**	22,461
	25,133	31,112

The amortisation of contract cost assets is as disclosed in Note 6.

23 Deposits, Cash and Bank Balances

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Deposits with licensed banks	**55,223**	147,373	**6,000**	65,589
Cash with Astro GTS Sdn. Bhd.	**-**	-	**121**	-
Cash and bank balances	**282,872**	136,113	**22**	163
Deposits, cash and bank balances	**338,095**	283,486	**6,143**	65,752
Less: Deposits with maturity more than 3 months	**(42,500)**	(43,000)	**-**	-
Cash and cash equivalents	**295,595**	240,486	**6,143**	65,752

Deposits of the Group and Company have an average maturity of 258 days and 183 days respectively (2019: 116 days and 24 days) for RM deposits and average maturity of Nil days (2019: 4 days) for USD deposits. Please refer to Note 37(c) for deposits denominated in USD. The deposits are placed in financial institutions for investment purposes.

The effective interest rates on RM deposits for the Group and Company range from 1.90% to 3.72% (2019: 2.50% to 4.20%) per annum, and on USD deposits for the Group is Nil% (2019: 0.4%) per annum.

A portion of the Company's cash and bank balances are held in an In-House Bank ("IHB") managed by Astro GTS Sdn. Bhd. ("GTS") to enable more efficient cash management for the Group and for the Company.

24 Payables

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Current				
Trade payables and accruals	**557,905**	516,355	**-**	-
Other payables and accruals	**497,999**	670,886	**2,843**	4,026
Amounts due to related parties	**47,899**	70,600	**134**	173
Amounts due to subsidiaries	**-**	-	**5,232**	8,006
	1,103,803	1,257,841	**8,209**	12,205
Non-current				
Trade payables and accruals	**319,392**	411,619	**-**	-
	319,392	411,619	**-**	-

Credit terms granted by vendors generally range from 0 to 90 days (2019: 0 to 90 days). Vendors of set-top boxes have granted extended payment terms of 36 months ("vendor financing") on Usance Letter of Credit Payable at Sight ("ULCP") and also Promissory Notes ("PN") basis to the Group as set out below:

(i) Interest is charged for ULCP at the Ringgit Cost of Fund + margin of between 0.5% and 1.25% (2019: USD LIBOR or Ringgit Cost of Fund + margin of between 0.5% and 1.25%) per annum calculated at 360 or 365 days respectively from delivery date.

(ii) Interest is charged for PN at the USD LIBOR or Ringgit Cost of Fund + margin of Nil (2019: USD LIBOR or Ringgit Cost of Fund + margin of between 0.85% and 1.0%) per annum calculated at 360 or 365 days respectively from issuance date.

As at 31 January 2020, the Group had a total of RM383,800,000 (2019: RM326,688,000) in undrawn multi-trade facilities to facilitate ULCP issuance.

The effective interest rates at the end of the financial year ranged between 3.7% and 4.9% (2019: 4.5% and 4.9%) per annum.

Included in trade payables is vendor financing of RM568,246,000 (2019: RM552,285,000) comprising current amounts of RM248,854,000 (2019: RM140,666,000) and non-current amounts of RM319,392,000 (2019: RM411,619,000).

The amounts due to the related parties of the Group are unsecured, non-interest bearing and have no fixed terms of repayment. The amounts due to the related parties and subsidiaries of the Company are unsecured, non-interest bearing and have no fixed terms of repayment.

Notes to the Financial Statements

31 January 2020

25 Derivative Financial Instruments

	Group		Company	
	2020 Assets RM'000	2019 Assets RM'000	2020 Assets RM'000	2019 Assets RM'000
Current				
Forward foreign currency exchange contracts – cash flow hedges	**224**	8,712	**-**	-
Cross-currency interest rate swaps – cash flow hedges	**52,868**	54,618	**52,868**	54,618
Interest rate swaps – cash flow hedges	**-**	133	**-**	-
Foreign currency options – cash flow hedges	**5,235**	1,406	**-**	-
	58,327	64,869	**52,868**	54,618
Non-current				
Forward foreign currency exchange contracts – cash flow hedges	**3,964**	2,117	**-**	-
Cross-currency interest rate swaps – cash flow hedges	**26,472**	80,989	**26,472**	80,989
Interest rate swaps – cash flow hedges	**-**	20	**-**	-
Foreign currency options – cash flow hedges	**3,203**	45	**-**	-
	33,639	83,171	**26,472**	80,989

	Group		Company	
	2020 Liabilities RM'000	2019 Liabilities RM'000	2020 Liabilities RM'000	2019 Liabilities RM'000
Current				
Interest rate swaps – cash flow hedges	**680**	21	**-**	-
Forward foreign currency exchange contracts – cash flow hedges	**14,154**	11,536	**-**	-
	14,834	11,557	**-**	-
Non-current				
Interest rate swaps – cash flow hedges	**1,647**	452	**-**	-
Forward foreign currency exchange contracts – cash flow hedges	**1,775**	3,593	**-**	-
	3,422	4,045	**-**	-

25 Derivative Financial Instruments (Cont'd.)

Derivatives designated in hedging relationship

Forward foreign currency exchange contracts and foreign currency options

Forward foreign currency exchange contracts and foreign currency options are used to manage the foreign currency exposures arising from the Group's payables denominated in currencies other than the functional currencies of the Group. The forward foreign currency exchange contracts were entered into a period of up to 5 years, while foreign currency options were entered into for a period of up to 3 years. As at 31 January 2020, the notional principal amounts of the outstanding forward foreign currency exchange contracts were RM1,480,000,000 (2019: RM1,551,000,000) and foreign currency options were USD53,328,000 (2019: USD35,486,000).

Cross-currency interest rate swaps

To mitigate financial risks arising from adverse fluctuations in interest and exchange rates, the Group and the Company have entered into cross-currency interest rate swaps with notional principal amounts of USD74,250,000 (2019: USD123,750,000) for bank loan.

The cross-currency interest rate swap for the term loans was entered into for entire term of the term loans and had an average fixed swap rate and exchange rate of 4.19% p.a. (inclusive of margin of 1%) (2019: 4.19% p.a.(inclusive of margin of 1%)) and USD/RM3.0189 (2019: USD/RM3.0189) respectively.

Interest rate swaps

Interest rate swaps are used to achieve an appropriate interest rate exposure within the Group and the Company. The Group and the Company have entered into interest rate swaps to hedge the cash flow risk in relation to vendor financing, as disclosed in Note 24 with notional principal amounts of RM407,674,000 (2019: RM496,586,000).

The interest rate swaps for the vendor financing were for a period of up to 3 years with average fixed swap rates of 3.66% p.a. (2019: 3.67% p.a.).

The maturity profiles of the derivative financial instruments are disclosed in Note 37(b) to the financial statements.

Notes to the Financial Statements

31 January 2020

26 Borrowings

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Current				
Lease liabilities (Note (a))	**185,252**	180,074	**-**	-
Synthetic foreign currency loan (Note (b))	**2,579**	2,498	**-**	-
Unrated Medium Term Note (Note (c))	**7,449**	7,536	**-**	-
Term loans (Note (d)):				
- RM Term Loan	**76,087**	76,913	**76,087**	76,913
- USD Term Loan	**203,746**	205,541	**203,746**	205,541
- MBNS Term Loan	**5,005**	3,721	**-**	-
	284,838	286,175	**279,833**	282,454
Less: Debt issuance costs	**(1,433)**	(1,334)	**(327)**	(560)
Term loans, net of debt issuance costs	**283,405**	284,841	**279,506**	281,894
	478,685	474,949	**279,506**	281,894
Non-current				
Lease liabilities (Note (a))	**1,314,472**	1,389,609	**-**	-
Synthetic foreign currency loan (Note (b))	**612,750**	612,750	**-**	-
Unrated Medium Term Note (Note (c))	**300,000**	300,000	**-**	-
Term loans (Note (d)):				
- RM Term Loan	**37,500**	112,500	**37,500**	112,500
- USD Term Loan	**101,215**	303,961	**101,215**	303,961
- MBNS Term Loan	**680,000**	380,000	**-**	-
	818,715	796,461	**138,715**	416,461
Less: Debt issuance costs	**(3,063)**	(3,099)	**(26)**	(325)
Term loans, net of debt issuance costs	**815,652**	793,362	**138,689**	416,136
	3,042,874	3,095,721	**138,689**	416,136
	3,521,559	3,570,670	**418,195**	698,030

26 Borrowings (Cont'd.)

(a) Lease liabilities

Lease liabilities include the lease of transponders on the MEASAT 3 ("M3"), MEASAT 3 T11 ("M3-T11") and MEASAT 3a ("M3a") satellites from MEASAT Satellite Systems Sdn. Bhd. and MEASAT 3b ("M3b") from MEASAT International (South Asia) Ltd ("MISAL"), both related parties of the Group. The liabilities for M3, M3-T11 and M3a are denominated in RM, while M3b is denominated in USD.

The effective interest rate of the lease at the end of the financial year is 6.2% (2019: 6.2%), 4.6% (2019: 4.6%), 12.5% (2019: 12.5%) and 5.56% (2019: 5.56%) per annum for M3, M3-T11, M3a and M3b respectively.

Lease liabilities also include hire purchase lease for servers' hardware, software and testing environment hardware and leases upon adoption of MFRS 16. The effective interest rate ranges from 4.9% to 6.7% per annum.

The following is a summary of the minimum lease payments:

	Group	
	2020 RM'000	2019 RM'000
Lease rental obligation		
Minimum lease payments:		
- Not later than 1 year	**267,388**	271,537
- Later than 1 year and not later than 2 years	**263,592**	247,228
- Later than 2 years and not later than 5 years	**581,314**	612,947
- Later than 5 years	**818,974**	932,372
	1,931,268	2,064,084
Future finance charges	**(431,544)**	(494,401)
Present value of lease obligations	**1,499,724**	1,569,683

(b) Synthetic foreign currency loan ("SFCL") (unsecured and interest bearing)

On 13 December 2017, MBNS had accepted the SFCL amounting to USD150 million (equivalent to RM613 million). On 29 December 2017 and 28 February 2018, MBNS had drawn down the first tranche amounting to RM306.4 million and the second tranche amounting to RM306.4 million in nominal value respectively, maturing on 29 November 2022 at an interest rate of 4.8% per annum. The interest is payable quarterly.

The following is a summary of the repayment terms:

	Group	
	2020 RM'000	2019 RM'000
SFCL repayments (including finance charges):		
- Not later than 1 year	**29,493**	29,412
- Later than 1 year and not later than 2 years	**29,412**	29,493
- Later than 2 years and not later than 5 years	**639,745**	669,157
	698,650	728,062
Future finance charges	**(83,321)**	(112,814)
Present value of SFCL	**615,329**	615,248

Notes to the Financial Statements

31 January 2020

26 Borrowings (Cont'd.)

(c) Unrated Medium Term Note ("MTN") (unsecured and interest bearing)

The Group had established an Unrated Medium Term Note ("MTN") Programme of up to RM3.0 billion in nominal value ("MTN Programme") on 9 June 2017. The MTN Programme has a tenure of 15 years from the date of the first issuance of the MTN.

On 10 August 2017, the Group issued the first series of the MTN amounting to RM300 million in nominal value for a tenure of 5 years at coupon rate of 5.3% per annum. The coupon is payable semi-annually.

The following is a summary of the repayment terms:

	Group	
	2020 RM'000	2019 RM'000
MTN repayments (including finance charges):		
- Not later than 1 year	**15,813**	16,031
- Later than 1 year and not later than 2 years	**15,944**	15,813
- Later than 2 years and not later than 5 years	**315,856**	331,800
	347,613	363,644
Future finance charges	**(40,164)**	(56,108)
Present value of MTN	**307,449**	307,536

(d) Term Loans (unsecured and interest bearing)

The Group and the Company had on 12 May 2011 obtained financing to facilitate completion of the reorganisation as disclosed in Note 29. The financing comprises the following tranches:

(i) Ringgit term loan of RM2,010 million ("2B") and RM1,000 million ("1B") (collectively "RM Term Loan Facilities"); and
(ii) US Dollar ("USD") term loan of USD330 million ("USD Term Loan Facilities")

The 2B tranche and the USD Term Loan Facilities, both of 10-year tenure that mature on 19 May 2021 and 8 June 2021 respectively, were fully drawn down on 10 June 2011.

On 18 May 2012, RM500,000,000 was drawn down from the 1B tranche. The remaining undrawn amount of RM500,000,000 was voluntarily left to lapse on the last extended availability period. The 1B tranche is maturing on 19 May 2021.

On 20 August 2018 and 19 November 2018, the Company prepaid RM400 million and RM229.2 million respectively of its Ringgit term loan under 2B tranche.

On 9 August 2018, MBNS accepted a term loan facility of RM380 million ("MBNS Term Loan"). On 23 August 2018, MBNS had drawn down RM380 million with RM50 million maturing on 23 February 2023 and RM330 million maturing on 23 August 2023, at an interest rate of 5.18% per annum. The interest is payable quarterly.

26 Borrowings (Cont'd.)

(d) Term Loans (unsecured and interest bearing) (Cont'd.)

On 28 December 2018, MBNS accepted a term loan facility of RM300 million ("MBNS Term Loan"). MBNS had drawn down RM50 million and RM250 million on 28 March 2019 and 28 June 2019 respectively maturing on 28 March 2024. The interest rates ranging from 4.84% to 5.30%, and is payable quarterly.

The 2B RM and USD Term Loan Facilities had been fully hedged upon drawdown. The hedges for the 2B tranche had been fully unwound following the prepayment on 20 August 2018 and 19 November 2018. The USD Term Loan Facilities had been swapped into RM at an average exchange and fixed interest rate of USD/RM3.0189 (2019: USD/RM3.0189) and 4.19% (inclusive of margin of 1%) (2019: 4.19% (inclusive of margin of 1%)). The 1B RM Term Loan Facilities with notional amount of RM112.5 million remains unhedged, with interest rates ranging from 4.83% to 5.10% (inclusive of margin of 1%) (2019: 4.89% to 5.13% (inclusive of margin of 1%)) per annum. The applicable interest margins under both the RM and USD Term Loan Facilities vary from 1.0% to 1.75% (2019: 1.0% to 1.75%) based on a net debt to adjusted EBITDA ratio (as defined in the facilities agreements) of less than 2.0 times to greater than 4.0 times (2019: less than 2.0 times to greater than 4.0 times).

The following is a summary of the repayment terms:

	Group	
	2020 RM'000	2019 RM'000
Term loans repayments (including finance charges):		
- Not later than 1 year	**325,611**	324,750
- Later than 1 year and not later than 2 years	**177,374**	313,184
- Later than 2 years and not later than 5 years	**733,522**	574,742
	1,236,507	1,212,676
Future finance charges	**(132,954)**	(130,040)
Present value of term loans	**1,103,553**	1,082,636

	Company	
	2020 RM'000	2019 RM'000
Term loans repayments (including finance charges):		
- Not later than 1 year	**289,935**	305,066
- Later than 1 year and not later than 2 years	**141,341**	293,446
- Later than 2 years and not later than 5 years	**-**	141,936
	431,276	740,448
Future finance charges	**(12,728)**	(41,533)
Present value of term loans	**418,548**	698,915

Notes to the Financial Statements

31 January 2020

26 Borrowings (Cont'd.)

Changes in liabilities arising from financing activities

	Lease liabilities RM'000	MTN RM'000	SFCL RM'000	Term loan RM'000	Vendor financing** RM'000	Total RM'000
Group						
At 1 February 2019	1,569,683	307,536	615,248	1,078,203	552,285	4,122,955
Cash flow:						
Payment for set-top boxes	-	-	-	-	(140,666)	(140,666)
Repayment of lease liabilities	(170,086)	-	-	-	-	(170,086)
Net drawdown	-	-	-	75,564	-	75,564
Interest paid#	(94,061)	(16,031)	(29,331)	(48,687)	-	(188,110)
	(264,147)	(16,031)	(29,331)	26,877	(140,666)	(423,298)
Non-cash changes:						
Effect arising from adoption of MFRS 16 (Note 42)	95,813	-	-	-	-	95,813
Addition of new lease (Note 14)	2,718	-	-	-	-	2,718
Remeasurement of lease	164	-	-	-	-	164
Termination of lease	(349)	-	-	-	-	(349)
Drawn facilities	-	-	-	-	156,627^	156,627
Foreign exchange movement	(1,778)	-	-	(53,767)	19	(55,526)
Others*	97,620	15,944	29,412	47,744	(19)	190,701
	194,188	15,944	29,412	(6,023)	156,627	390,148
At 31 January 2020	1,499,724	307,449	615,329	1,099,057	568,246	4,089,805

26 Borrowings (Cont'd.)

Changes in liabilities arising from financing activities (Cont'd.)

	Lease liabilities RM'000	MTN RM'000	SFCL RM'000	Term loan RM'000	Vendor financing** RM'000	Total RM'000
Group (Cont'd.)						
At 1 February 2018	1,618,700	307,580	307,704	1,731,198	710,143	4,675,325
Cash flow:						
Payment for set-top boxes	-	-	-	-	(325,982)	(325,982)
Repayment of lease liabilities	(187,945)	-	-	-	-	(187,945)
Net drawdown/(repayment)	-	-	306,375	(631,936)	-	(325,561)
Interest paid#	(104,652)	(15,900)	(27,115)	(63,336)	-	(211,003)
	(292,597)	(15,900)	279,260	(695,272)	(325,982)	(1,050,491)
Non-cash changes:						
Acquisition of property, plant and equipment	76,594	-	-	-	-	76,594
Drawn facilities	-	-	-	-	162,766^	162,766
Foreign exchange movement	59,340	-	-	(19,625)	1,033	40,748
Others*	107,646	15,856	28,284	61,902	4,325	218,013
	243,580	15,856	28,284	42,277	168,124	498,121
At 31 January 2019	1,569,683	307,536	615,248	1,078,203	552,285	4,122,955

	Term loan	
	2020 RM'000	2019 RM'000
Company		
At 1 February	**698,030**	1,731,198
Cash Flow:		
Repayment	**(224,436)**	(1,011,936)
Interest paid#	**(20,878)**	(58,374)
Non-cash changes:		
Foreign exchange movement	**(53,767)**	(19,625)
Others*	**19,246**	56,767
At 31 January	**418,195**	698,030

* *Others comprise unamortised transaction costs, realised foreign exchange and interest expense.*

** *Vendor financing balance is reflected in Note 24 to the financial statements.*

^ *Included in the amount is vendor financing that was drawn during the financial year for acquisition of set-top boxes and inventories in previous financial year.*

\# *Interest paid does not include interest in relation to vendor financing and hedging instruments in connection with the financial liabilities.*

Notes to the Financial Statements

31 January 2020

27 Deferred Tax Assets/(Liabilities)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority. The following amounts, determined after appropriate offsetting, are shown in the balance sheets:

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Subject to income tax:				
Deferred tax assets:				
- Deferred tax assets to be recovered after more than 12 months	**109,228**	113,333	**-**	-
- Deferred tax assets to be recovered within 12 months	**19,461**	10,177	**221**	258
	128,689	123,510	**221**	258
Deferred tax liabilities:				
- Deferred tax liability to be settled after more than 12 months	**(79,921)**	(86,239)	**-**	-
- Deferred tax liability to be settled within 12 months	**(9,356)**	(3,202)	**-**	-
	(89,277)	(89,441)	**-**	-
Net deferred tax assets	**39,412**	34,069	**221**	258
At beginning of financial year	**34,069**	27,694	**258**	245
Effects arising from adoption of MFRS 9 and MFRS 15	**-**	485	**-**	-
At beginning of financial year, as adjusted	**34,069**	28,179	**258**	245
(Charged)/credited to income statement (Note 10):				
Provisions and accruals	**(10,052)**	419	**(37)**	13
Tax losses	**(6,109)**	(3,128)	**-**	-
Property, plant and equipment	**(47,166)**	(3,841)	**-**	-
Right-of-use assets	**45,252**	-	**-**	-
Intangible assets	**23,055**	33,181	**-**	-
Receivables	**(8,024)**	905	**-**	-
Contract liabilities	**(2,864)**	(1,321)	**-**	-
Others	**11,285**	6,898	**-**	-
	5,377	33,113	**(37)**	13
Charged to other comprehensive income:				
Cash flow hedge	**(34)**	(17,430)	**-**	-
Acquisition of a subsidiary (Note 41):				
Intangible assets	**-**	(9,793)	**-**	-
At end of financial year	**39,412**	34,069	**221**	258

27 Deferred Tax Assets/(Liabilities) (Cont'd.)

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Subject to income tax:				
Deferred tax assets (before offsetting):				
Provisions and accruals	**520**	10,572	**221**	258
Tax losses	**18,036**	24,145	**-**	-
Property, plant and equipment	**2,201**	49,963	**-**	-
Right-of-use assets	**45,252**	-	**-**	-
Intangible assets	**1,787**	-	**-**	-
Receivables	**3,572**	11,596	**-**	-
Contract liabilities	**45,792**	48,656	**-**	-
Others	**15,493**	4,233	**-**	-
	132,653	149,165	**221**	258
Offsetting	**(3,964)**	(25,655)	**-**	-
Deferred tax assets (after offsetting)	**128,689**	123,510	**221**	258
Deferred tax liabilities (before offsetting):				
Property, plant and equipment	**(4,450)**	(5,046)	**-**	-
Intangible assets	**(88,440)**	(109,708)	**-**	-
Cash flow hedge	**(294)**	(260)	**-**	-
Others	**(57)**	(82)	**-**	-
	(93,241)	(115,096)	**-**	-
Offsetting	**3,964**	25,655	**-**	-
Deferred tax liabilities (after offsetting)	**(89,277)**	(89,441)	**-**	-

Deferred tax assets have not been recognised in respect of the following items (stated at gross amounts):

	Group	
	2020 RM'000	2019 RM'000
Tax losses carried forward	**341,602**	324,972
Capital allowances carried forward	**20,554**	17,802
Other temporary differences carried forward	**5,239**	4,754
Unabsorbed investment tax allowances	**25**	25
	367,420	347,553

The availability of unutilised tax losses for offsetting against future taxable profits of a subsidiary in Malaysia is subject to there being no substan tial changes in the shareholding of the subsidiary under the Income Tax Act 1967 and guidelines issued by the tax authority. With effect from the year of assessment ("YA") 2019, unutilised business losses arising from a YA are allowed to only be carried forward from YA 2018 for utilisation up to 7 consecutive YAs from that YA. In addition, any accumulated unabsorbed business losses brought forward from YA 2018 can only be utilised for 7 consecutive YAs (i.e. until YA 2025). The deductible temporary difference in relation to unabsorbed capital allowances does not have any expiry date.

Notes to the Financial Statements

31 January 2020

28 Share Capital

	Group			
	Number of shares 2020 '000	Amount 2020 RM'000	Number of shares 2019 '000	Amount 2019 RM'000
Issued and fully paid up:				
Ordinary shares				
At beginning of financial year	**5,214,315**	6,727,937	**5,213,884**	6,726,845
Issued during the financial year:				
- Share grant exercised (Note (a))	**192**	468	**431**	1,092
At end of financial year	**5,214,507**	6,728,405	**5,214,315**	6,727,937
Others				
At beginning of financial year	**-**	10	**-**	-
Increase during the financial year:				
- Redemption of RPS	**-**	-	**-**	10
At end of financial year	**-**	10	**-**	10
Total	**5,214,507**	6,728,415	**5,214,315**	6,727,947

	Company			
	Number of shares 2020 '000	Amount 2020 RM'000	Number of shares 2019 '000	Amount 2019 RM'000
Issued and fully paid up:				
Ordinary shares				
At beginning of financial year	**5,214,315**	6,727,937	**5,213,884**	6,726,845
Issued during the financial year:				
- Share grant exercised (Note (a))	**192**	468	**431**	1,092
At end of financial year	**5,214,507**	6,728,405	**5,214,315**	6,727,937

(a) On 21 October 2019, the Company issued and allotted 192,200 ordinary shares in the Company to eligible executives or eligible employees, pursuant to the letters of offer dated 19 October 2016 ("Offer Letter") and in accordance with the By-laws of the Share Scheme of the Company. Subsequent to the above, the total number of issued shares of the Company increased to 5,214,506,700 ordinary shares.

29 Capital Reorganisation Reserve

The Company acquired the entire issued and paid up share capital of MBNS comprising 260,217,142 ordinary shares of RM1.00 each and 10,000 Class A RPS of RM1.00 each for a total consideration of RM6,795,540,152 on 5 April 2011. The acquisition was accounted for as a capital reorganisation of MBNS.

The difference between the total consideration paid by the Company and the acquired net assets of MBNS was accounted for as capital reorganisation reserve.

30 Hedging Reserve

This represents changes in the fair value of the hedging instruments, represented by the interest rate swap, cross-currency interest rate swap ("CCIRS"), forward foreign currency exchange contracts and foreign currency options which the Group entered into during the financial year, which is deferred in the hedging reserve until the hedged items affect the income statements. The hedging reserves relate to the following hedging instruments:

		Cash flow hedge reserve				
	Cost of hedging reserve RM'000	Intrinsic value of options RM'000	Spot component of currency forwards RM'000	Interest rate swaps RM'000	Spot component of CCIRS RM'000	Total hedging reserves RM'000
Group						
At 1 February 2018	-	1,235	(61,601)	(2,628)	13,812	(49,182)
Effect of adoption of MFRS 9	(12,388)	-	4,962	-	7,426	-
At 1 February 2018, as restated	(12,388)	1,235	(56,639)	(2,628)	21,238	(49,182)
Change in fair value of hedging instrument recognised in OCI	-	(175)	36,866	(3,744)	(43,134)	(10,187)
Costs of hedging deferred and recognised in OCI	13,631	-	-	-	-	13,631
Reclassified from OCI to profit or loss	-	-	33,730	6,052	25,243	65,025
Deferred tax	-	42	(17,472)	-	-	(17,430)
At 31 January 2019	1,243	1,102	(3,515)	(320)	3,347	1,857
At 1 February 2019	**1,243**	**1,102**	**(3,515)**	**(320)**	**3,347**	**1,857**
Change in fair value of hedging instrument recognised in OCI	**-**	**6,988**	**(2,811)**	**(2,505)**	**(60,915)**	**(59,243)**
Costs of hedging deferred and recognised in OCI	**4,680**	**-**	**-**	**-**	**-**	**4,680**
Reclassified from OCI to profit or loss	**-**	**-**	**(3,321)**	**661**	**56,079**	**53,419**
Deferred tax	**(1,172)**	**(1,677)**	**2,815**	**-**	**-**	**(34)**
At 31 January 2020	**4,751**	**6,413**	**(6,832)**	**(2,164)**	**(1,489)**	**679**

Notes to the Financial Statements

31 January 2020

30 Hedging Reserve (Cont'd.)

	Cost of hedging reserve RM'000	Cash flow hedge reserve		Total hedging reserves RM'000
		Interest rate swaps RM'000	Spot component of CCIRS RM'000	
Company				
At 1 February 2018	-	(3,831)	6,790	2,959
Effect of adoption of MFRS 9	(7,426)	-	7,426	-
At 1 February 2018, as restated	(7,426)	(3,831)	14,216	2,959
Change in fair value of hedging instrument recognised in OCI	-	(2,347)	(34,623)	(36,970)
Costs of hedging deferred and recognised in OCI	5,429	-	-	5,429
Reclassified from OCI to profit or loss	-	6,178	23,754	29,932
At 31 January 2019	(1,997)	-	3,347	1,350
At 1 February 2019	**(1,997)**	**-**	**3,347**	**1,350**
Change in fair value of hedging instrument recognised in OCI	**-**	**-**	**(60,915)**	**(60,915)**
Costs of hedging deferred and recognised in OCI	**3,038**	**-**	**-**	**3,038**
Reclassified from OCI to profit or loss	**-**	**-**	**56,079**	**56,079**
At 31 January 2020	**1,041**	**-**	**(1,489)**	**(448)**

Hedge ineffectiveness

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic assessments to ensure that an economic relationship exists between the hedged item and hedging instrument.

For hedges of foreign currency purchases, the group enters into hedge relationships where the critical terms of the hedging instrument match exactly with the terms of the hedged item. The group therefore performs a qualitative assessment of effectiveness. If changes in circumstances affect the terms of the hedged item such that the critical terms no longer match exactly with the critical terms of the hedging instrument, the group uses the hypothetical derivative method to assess effectiveness.

In hedges of foreign currency purchases, ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, or if there are changes in the credit risk or the derivative counterparty.

The group enters into interest rate swaps that have similar critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The group does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding loans up to the notional amount of the swaps. As all critical terms matched during the year, the economic relationship was 100% effective.

Hedge ineffectiveness for interest rate swaps is assessed using the same principles as for hedges of foreign currency purchases. It may occur if:

- there is a reduction in the total amount of the hedged items (loans), and
- differences in critical terms between the interest rate swaps and loans.

There was no ineffectiveness during financial year 2020 in relation to the interest rate swaps.

31 Fair Value Reserve

This represents the cumulative net change in the fair value of FVOCI financial assets until the investments are derecognised or impaired in the income statement.

32 Share Scheme Reserve

This represents the cumulative value of employee services rendered for the grant of share awards. When the grant is exercised, for any period prior to the Act's effective date, the amount from the share scheme reserve is transferred to share premium and share capital. For any period on and after the Act's effective date, the amount from the share scheme reserve is transferred to share capital. When the share grants expire, the amount from the share scheme reserve is transferred to retained earnings. Details of the share grant are disclosed in Note 7(a).

33 Non-Cash Transactions

The principal non-cash transactions during the financial year for the Group and the Company are as follows:

(a) Advertising airtime sales in exchange for consumable items of RM11,643,000 (2019: RM21,896,000) and subsequent settlement of liabilities using these consumable items.

(b) Acquisition of property, plant and equipment by means of lease of RM Nil (2019: RM76,594,000).

(c) Acquisition of set-top boxes not settled in cash as at year end of RM172,329,000 (2019: RM165,514,000).

(d) The Company subscribed for 39,000,000 new ordinary shares of ARV for a total subscription amount of RM39,000,000. The subscription amount was fully settled by offsetting the advances owed to the Company amounting to RM RM38,987,725 and cash consideration of RM12,275.

(e) The Company subscribed for 1,000,000 new ordinary shares of GTS for a total subscription amount of RM1,000,000. The subscription amount was fully settled by offsetting the advances owed to the Company.

34 Capital Commitments

(a) Capital commitments for property, plant and equipment not provided for in the financial statements are as follows:

	Group	
	2020 RM'000	2019 RM'000
Approved and contracted for	**1,475,646**	51,272
Approved but not contracted for	**64,314**	43,043
	1,539,960	94,315

Notes to the Financial Statements

31 January 2020

34 Capital Commitments (Cont'd.)

(a) Capital commitments for property, plant and equipment not provided for in the financial statements are as follows (Cont'd.):

Included in approved and contracted for is the supply of transponder capacity to MBNS by MEASAT Communication Systems Sdn Bhd ("MCSSB") (formerly known as MEASAT Management Sdn Bhd) on MEASAT 3d satellite of RM1,435,415,000 (31 January 2019: Nil). MCSSB is an indirect subsidiary of a company in which, a substantial shareholder, Ananda Krishnan Tatparanandam ("TAK") has a 100% direct equity interest.

(b) Programming commitments for programme rights not provided for in the financial statements are as follows:

	Group	
	2020 RM'000	2019 RM'000
Approved and contracted for	**744,893**	395,583
Approved but not contracted for	**705,379**	850,973
	1,450,272	1,246,556

(c) Commitments for software not provided for in the financial statements are as follows:

	Group	
	2020 RM'000	2019 RM'000
Approved and contracted for	**51,699**	99,514
Approved but not contracted for	**109,901**	93,840
	161,600	193,354

35 Non-Cancellable Operating Lease Commitments

	Group
	2019 RM'000
Payable within 1 year	5,516
Payable between 1 and 5 years	6,435
Payable after 5 years	109,389
	121,340

In the previous financial year, the Group had a 99-year agreement to lease the land underlying the All Asia Broadcast Centre which commenced in 1996. Upon adoption of MFRS 16, these operating lease commitments are shown on the balance sheet of the Group as current and non-current lease liabilities. The reconciliation of operating lease commitments as at 31 January 2019 to the lease liabilities recognised as at 1 February 2019 is disclosed in Note 42.

36 Significant Related Party Disclosures

The Group has a number of related party transactions with companies directly or indirectly controlled by or associated with Usaha Tegas Sdn. Bhd. ("UTSB") as well as companies or entities directly or indirectly controlled by or associated with Ananda Krishnan Tatparanandam ("TAK") or in which he is deemed to have an interest, both of whom are deemed substantial shareholders of the Company.

UTSB has a 23.95% indirect interest in the Company through its wholly-owned subsidiaries, All Asia Media Equities Limited and Usaha Tegas Entertainment Systems Sdn Bhd. The ultimate holding company of UTSB is PanOcean Management Limited ("PanOcean"). PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of TAK and foundations including those for charitable purposes. Although PanOcean and TAK are deemed to have an interest in the shares of the Company, they do not have any economic or beneficial interest over such shares as such interest is held subject to the terms of the discretionary trust.

TAK also has a deemed interest in the shares of the Company via entities which are the direct shareholders of the Company and held by companies ultimately controlled by TAK.

In addition to related party disclosures mentioned elsewhere in the financial statements, set out below are other significant transactions and balances. The related party transactions described below were carried out on agreed terms with the related parties.

The significant related parties, with whom the Group and Company transact with, include the following companies:

Related Companies	Relationship
AESB	Subsidiary of the Company
AGS	Subsidiary of the Company
APSB	Subsidiary of the Company
ASSB	Subsidiary of the Company
ARV	Subsidiary of the Company
ADSB	Subsidiary of the Company
GTS	Subsidiary of the Company
AASB	Subsidiary of AESB
ASM	Subsidiary of AESB
ASV	Subsidiary of ASM
MBNS	Subsidiary of the Company
MTAM	Subsidiary of AESB
Tribe	Subsidiary of the Company
Kristal-Astro Sdn. Bhd.	Associate of ABSB

Notes to the Financial Statements

31 January 2020

36 Significant Related Party Disclosures (Cont'd.)

The significant related parties, with whom the Group and Company transact with, include the following companies (Cont'd.):

Related Parties	Relationship
ASTRO Overseas Limited ("AOL")	Subsidiary of Astro Holdings Sdn Bhd ("AHSB"), a company jointly controlled by UTSB and Khazanah Nasional Berhad, pursuant to a shareholders' agreement in relation to AHSB
Celestial Movie Channel Limited	Associate of AOL
Tiger Gate Entertainment Limited	Associate of AOL
Sun TV Network Limited	Joint venture partner of AOL
Maxis Broadband Sdn. Bhd.	Subsidiary of a joint venture of UTSB
Maxis Mobile Sdn. Bhd.	Subsidiary of a joint venture of UTSB
UTSB Management Sdn. Bhd.	Subsidiary of UTSB
MEASAT Satellite Systems Sdn. Bhd. ("MSS")	Indirect subsidiary of a company in which TAK has a 100% direct equity interest
MEASAT International (South Asia) Ltd. ("MISAL")	Indirect subsidiary of a company in which TAK has a 100% direct equity interest

(a) Sales of goods and services

	Group	
	2020 RM'000	2019 RM'000
Sales of goods and services to related parties:		
Maxis Mobile Sdn. Bhd.		
- Airtime sales	**7,934**	7,475
Sales of goods and services to an associate:		
Kristal-Astro Sdn. Bhd.		
- Programme services and right sales, technical support, smartcard rental and sales of set-top boxes	**4,258**	27,075

	Company	
	2020 RM'000	2019 RM'000
Interest income on advances to subsidiaries:		
MBNS	**981**	22,873
APSB	**1,201**	6,479
Interest income from IHB		
GTS	**1,295**	-
Share-based payments charged to subsidiary:		
MBNS	**126**	1,370
Corporate management fees charged to subsidiary:		
MBNS	**2,710**	2,371

36 Significant Related Party Disclosures (Cont'd.)

(b) Purchases of goods and services

	Group	
	2020 RM'000	2019 RM'000
Purchases of goods and services from related parties:		
UTSB Management Sdn. Bhd.		
- Personnel, strategic and other consultancy and support services	**15,706**	14,423
Maxis Broadband Sdn. Bhd.		
- Telecommunication services	**47,023**	81,930
MSS		
- Expenses related to leases	**36,260**	41,499
MISAL		
- Expenses related to leases	**82,678**	84,645
Celestial Movie Channel Limited		
- Programme broadcast rights	**17,360**	21,922
Sun TV Network Limited		
- Programme broadcast rights	**42,597**	41,119
Tiger Gate Entertainment Limited		
- Programme broadcast rights	**8,047**	10,967

	Company	
	2020 RM'000	2019 RM'000
Corporate management fees charged by subsidiary:		
AGS	**4,011**	6,618

(c) Advances to subsidiaries:

	Company	
	2020 RM'000	2019 RM'000
ASV	**-**	6,500
Tribe	**-**	21,907
ASM	**-**	21,448
ASSB	**-**	760
GTS	**1,000**	-

Notes to the Financial Statements

31 January 2020

36 Significant Related Party Disclosures (Cont'd.)

(d) Repayment of advances by subsidiaries:

	Company	
	2020 RM'000	2019 RM'000
MBNS	**82,800**	804,315
APSB	**19,706**	34,203
AASB	**-**	40,882
ASV	**-**	6,500
ADSB	**-**	4,085
MTAM	**-**	1,000

(e) Year end balances arising from significant sales/purchases of goods and services (stated at gross)

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Receivable from related parties				
Maxis Broadband Sdn. Bhd.	**2,619**	-	**-**	-
MSS	**39**	58	**-**	-
Receivable from an associate				
Kristal-Astro Sdn. Bhd.	**39,183**	39,117	**-**	-
Receivable from a subsidiary				
MBNS	**-**	-	**263,585**	27,430
AESB	**-**	-	**893**	26,120
Payable to related parties				
UTSB Management Sdn. Bhd.	**1,255**	3,700	**-**	-
Maxis Broadband Sdn. Bhd.	**11,385**	21,754	**-**	-
MSS	**225**	3,560	**-**	-
Celestial Movie Channel Limited	**2,371**	5,476	**-**	-
Sun TV Network Limited	**19,479**	18,762	**-**	-
Tiger Gate Entertainment Limited	**-**	2,232	**-**	-

36 Significant Related Party Disclosures (Cont'd.)

(f) Year end balances arising from advances to subsidiaries

	Company	
	2020 RM'000	2019 RM'000
Advances to subsidiaries		
APSB	-	104,691
ASSB	**17,542**	16,797
ARV	-	38,988

(g) Key management personnel's remuneration and emoluments

The remuneration of key management personnel during the year was as follows:

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Directors' fees and meeting allowances	**3,039**	2,409	**3,029**	2,399
Salaries and bonus	**23,331**	40,805	**2,496**	3,961
Defined contribution plans	**3,766**	6,112	**464**	601
Estimated money value of benefits-in-kind	**53**	137	**37**	46
Share-based payments (Note 7(a))	-	171	-	-
Staff welfare and allowances	**2,028**	1,490	**621**	127
Separation scheme	**694**	6,252	-	1,093
	32,911	57,376	**6,647**	8,227

Key management personnel comprise Directors and members of the Senior Leadership Team who are directly responsible for the financial and operating policies, and decisions of the Group and the Company. The key management personnel information includes remunerations for Directors of the Company and its subsidiaries, consistent with Note 8 to the financial statements.

Notes to the Financial Statements

31 January 2020

36 Significant Related Party Disclosures (Cont'd.)

(h) Government-related entities

Khazanah Nasional Berhad ("KNB") is deemed interested in 20.67% of the Company's shares held by its wholly-owned subsidiary, Pantai Cahaya Bulan Ventures Sdn Bhd ("PCBV"). KNB is the sovereign wealth fund of the Government of Malaysia and is structured as a public company limited by shares incorporated under the Companies Act 2016 ("CA 2016"). KNB has issued two classes of shares to its shareholders i.e. Ordinary Shares ("OS") and Redeemable Cumulative Convertible Preference Shares ("RCCPS"). Save for 1 OS owned by the Federal Lands Commissioner, Incorporated, a body corporate incorporated pursuant to the Federal Lands Commissioner (Incorporation) Act, 1957, all of KNB's OS are owned by the Minister of Finance, Incorporated ("MoF Inc."), a body corporate incorporated pursuant to the Minister of Finance, (Incorporation) Act, 1957. Khazanah's RCCPS are owned 100% by GovCo Holdings Berhad, a public company limited by shares incorporated under CA 2016.

All the transactions entered into by the Group with the government-related entities are conducted in the ordinary course of the Group's business on negotiated terms.

(i) Collectively, but not individually, significant transactions

The Group has transactions with other government-related entities including but not limited to the use of public utilities.

These transactions are conducted in the ordinary course of the Group's business on negotiated terms.

For the financial year ended 31 January 2020, management estimates that the aggregate amount of the Group's significant transactions with other government-related entities are at 3.16% (2019: 2.74%) of its total administrative expenses.

37 Financial Instruments

(a) Credit risk

The Group and Company are exposed to credit risk arising from the financial assets of the Group and Company, which comprise receivables, contract assets, cash and cash equivalents and derivative financial instruments.

Trade receivables and contract assets

(i) Measurement of expected credit losses ("ECL")

The Group applies the MFRS 9 simplified approach in measuring ECL which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates are based on the payment profiles of sales over a period of 24 months before 31 January 2020 and the corresponding historical credit losses experienced within this period. The historical loss rates are not adjusted with forward-looking information as no close correlation was being observed.

37 Financial Instruments (Cont'd.)

(a) Credit risk (Cont'd.)

Trade receivables and contract assets (Cont'd.)

(ii) Maximum exposure to credit risk

The following table contains an analysis of the credit risk exposure of financial instruments for which an ECL allowance is recognised. The gross carrying amount of financial assets below also represents the Group's maximum exposure to credit risk on these assets:

	Current RM'000	Past Due			Total RM'000
		Between 1 and 60 days RM'000	Between 61 and 90 days RM'000	Over 90 days RM'000	
Group					
At 31 January 2020					
Expected loss rate	**0.2%**	**0.4-7.6%**	**1.0-34.7%**	**1.9-100%**	
Gross carrying amount –Trade receivables	**281,830**	**64,812**	**6,349**	**44,754**	**397,745**
Gross carrying amount – Contract assets	**8,557**	**-**	**-**	**-**	**8,557**
Loss allowance	**(3,465)**	**(4,323)**	**(2,383)**	**(29,140)**	**(39,311)**
Carrying amount (net of loss allowance)	**286,922**	**60,489**	**3,966**	**15,614**	**366,991**
At 31 January 2019					
Expected loss rate	0.1-0.4%	0.4-6.9%	2.1-25.7%	3.3-100%	
Gross carrying amount – Trade receivables	331,466	104,333	20,778	73,662	530,239
Gross carrying amount – Contract assets	9,625	-	-	-	9,625
Loss allowance	(3,196)	(5,006)	(3,026)	(33,020)	(44,248)
Carrying amount (net of loss allowance)	337,895	99,327	17,752	40,642	495,616

The above trade receivables are past due but not impaired as based on past collection trends, management believes that these balances are recoverable. In addition, certain specific trade receivables are concluded on a barter basis and collection is based on contracted terms between the parties.

Notes to the Financial Statements

31 January 2020

37 Financial Instruments (Cont'd.)

(a) Credit risk (Cont'd.)

Trade receivables and contract assets (Cont'd.)

(iii) Reconciliation of loss allowance

The loss allowance for trade receivables and contract assets of the Group as at 31 January 2020 reconciles to the opening loss allowance as follows:

	Trade receivables	
	2020 RM'000	2019 RM'000
At beginning of financial year	**(44,248)**	(57,415)
Effect arising from adoption of MFRS 9	**-**	(5,497)
At beginning of financial year, as adjusted	**(44,248)**	(62,912)
Charged for the year	**(51,448)**	(32,245)
Written off	**56,385**	50,909
At end of financial year	**(39,311)**	(44,248)

Other financial asset at amortised costs

Other financial assets at amortised costs include other receivables, amount due from associate and amounts due from related parties. The loss allowance for other receivables and amounts due from related parties of the Group as at 31 January 2020 reconciles to the opening loss allowance as follows:

	Other receivables		Amount due from associate		Amounts due from related parties	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
At beginning of financial year	**(50)**	(3,520)	**(39,533)**	(31,006)	**(5,859)**	(7,922)
Effect arising from adoption of MFRS 9	**-**	(1,126)	**-**	-	**-**	(1,563)
At beginning of financial year, as adjusted	**(50)**	(4,646)	**(39,533)**	(31,006)	**(5,859)**	(9,485)
(Charged)/reversal for the year	**(129)**	4,596	**335**	(8,527)	**(225)**	3,626
Written off	**7**	-	**-**	-	**4,963**	-
At end of financial year	**(172)**	(50)	**(39,198)**	(39,533)	**(1,121)**	(5,859)

37 Financial Instruments (Cont'd.)

(a) Credit risk (Cont'd.)

Advances to subsidiaries and amount due from subsidiaries

For inter-company balances that are repayable on demand, the Company's ECL is based on the following assumptions:

- If the borrower has sufficient accessible highly liquid assets in order to repay the advances if demanded at the reporting date, the ECL is likely to be immaterial.
- If the borrower could not repay the advances if demanded at the reporting date, the Company considers the expected manner of recovery to measure the ECL. The recovery manner could be either through 'repayment over time' or a fire sale of less liquid assets by the borrower.
- If the recovery strategies indicate that the Company would fully recover the outstanding balance of the advances, the ECL would be limited to the effect of the discounting of the amount due on the advances, at the advances' effective interest rates, over the period until the amount is fully recovered.

As at the end of the financial year, there was no indication that the advances to subsidiaries are not recoverable other than those which have already been impaired. The Company does not specifically monitor the aging of amount due from subsidiaries.

Other financial assets

With respect to credit risk arising from other financial assets of the Group, the Group's exposure to credit risk arises from default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments.

In addition, a majority of the Group's deposits are placed with financial institutions with strong credit ratings in Malaysia. Investment in unit trusts are made in cash/money market i.e. very liquid funds.

(b) Liquidity risk

Liquidity risk is the risk that the Group and Company will not be able to meet its financial obligations as they fall due. The Group and Company's exposure to liquidity risk arises principally from its various payables, loans and borrowings.

The Group and Company maintain a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure that, as far as possible, it will have sufficient liquidity to meet its liabilities when they fall due.

Notes to the Financial Statements

31 January 2020

37 Financial Instruments (Cont'd.)

(b) Liquidity risk (Cont'd.)

The table below summarises the maturity profile of the Group and Company's financial liabilities (borrowings and payables, excluding contract liabilities) at 31 January 2020 and 31 January 2019 based on contractual undiscounted payments:

	Within 1 year RM'000	Between 1 and 5 years RM'000	Over 5 years RM'000	Total RM'000
Group				
At 31 January 2020				
Borrowings	**638,305**	**2,756,759**	**818,974**	**4,214,038**
Payables	**1,042,496**	**333,257**	**-**	**1,375,753**
Derivative financial instruments – financial liabilities	**14,388**	**(1,307)**	**-**	**13,081**
	1,695,189	**3,088,709**	**818,974**	**5,602,872**
At 31 January 2019				
Borrowings	641,730	2,794,364	932,372	4,368,466
Payables	1,187,927	428,073	-	1,616,000
Derivative financial instruments – financial liabilities	2,687	3,421	(1,625)	4,483
	1,832,344	3,225,858	930,747	5,988,949
Company				
At 31 January 2020				
Borrowings	**289,935**	**141,341**	**-**	**431,276**
Payables	**8,010**	**-**	**-**	**8,010**
	297,945	**141,341**	**-**	**439,286**
At 31 January 2019				
Borrowings	305,066	435,382	-	740,448
Payables	11,991	-	-	11,991
	317,057	435,382	-	752,439

37 Financial Instruments (Cont'd.)

(c) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and other prices that will affect the Group's financial position or cash flows.

Foreign exchange risk

Exposure

The Group and Company's exposure to foreign currency risk at the end of the reporting period, expressed in RM, was as follows:

	Denominated in USD	
	2020 RM'000	2019 RM'000
Group		
Deposits with licensed banks	**-**	15,966
Receivables	**9,824**	11,025
Payables	**(255,539)**	(328,392)
Borrowings	**(1,456,435)**	(1,728,111)
Company		
Payables	**(72)**	(79)
Borrowings	**(304,961)**	(509,502)

Instruments used by the Group

The Group is exposed to foreign currency risk on sales, purchases and borrowings that are denominated in a currency other than the respective functional currencies of the Group's entities. The currency giving rise to this risk is primarily USD. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that are not the functional currency of the relevant group entity. The risk is measured through a forecast of highly probable USD expenditures. The risk is hedged with the objective of minimising the volatility of the RM currency cost of highly probable forecast content purchases.

The Group treasury's risk management policy is to hedge between 75% and 100% of forecasted USD payables and commitments falling due (on a rolling basis) within twelve months. For payables and commitments above the 12-months rolling period, the hedging is subject to a review of the cost of implementing of each hedge and approval from the Treasury Committee and then, from the Board.

In addition to foreign currency forward as abovementioned, the Group also uses foreign currency options to hedge content purchases on specific contract and period. Under the Group's policy, the critical terms of the forwards and options must align with the hedged items.

The Group only designates the spot component of foreign currency forwards in hedge relationships. The spot component is determined with reference to relevant spot market exchange rates. The differential between the contracted forward rate and the spot market exchange rate is defined as the forward points. It is discounted, where material.

Notes to the Financial Statements

31 January 2020

37 Financial Instruments (Cont'd.)

(c) Market risk (Cont'd.)

Foreign exchange risk (Cont'd.)

Instruments used by the Group (Cont'd.)

The intrinsic value of foreign currency options is determined with reference to the relevant spot market exchange rate. The differential between the contracted strike rate and the discounted spot market exchange rate is defined as the time value. It is discounted, where material.

The changes in the forward element of the foreign currency forwards and the time value of the options that relate to hedged items are deferred in the costs of hedging reserve.

Effects of hedge accounting on the financial position and performance

The effects of the foreign currency related hedging instruments on the Group and Company's financial position and performance are as follows:

		2020 RM'000	2019 RM'000
(i)	Foreign currency options		
	Carrying amount (asset)	**8,438**	1,451
	Notional amount USD	**218,085**	145,270
	Maturity date	**Current up to 3 years**	Current up to 3 years
	Hedge ratio	**1:1**	1:1
	Change in intrinsic value of outstanding hedging instruments for the year	**6,988**	(175)
	Change in fair value of hedged item used to determine hedge effectiveness	**(6,988)**	175
	Weighted average strike rate for the year	**USD1:RM3.768**	USD1:RM3.729
(ii)	Foreign currency forwards		
	Carrying amount (net liability)	**(11,741)**	(4,300)
	Notional amount USD	**1,480,000**	1,551,000
	Maturity date	**Current up to 5 years**	Current up to 6 years
	Hedge ratio	**1:1**	1:1
	Change in discounted spot value of outstanding hedging instrument for the year	**(6,132)**	70,596
	Change in fair value of hedged item used to determine hedge effectiveness	**6,132**	(70,596)
	Weighted average hedged rate for the year (including forward points)	**USD1:RM4.177**	USD1:RM4.143

37 Financial Instruments (Cont'd.)

(c) Market risk (Cont'd.)

Foreign exchange risk (Cont'd.)

Effects of hedge accounting on the financial position and performance (Cont'd.)

		2020 RM'000	2019 RM'000
(iii)	Cross-currency interest rate swaps		
	Carrying amount (asset)	**79,340**	135,607
	Notional amount USD	**224,153**	373,584
	Maturity date	**Current up to 3 years**	Current up to 3 years
	Hedge ratio	**1:1**	1:1
	Change in fair value of outstanding hedging instruments for the year	**(4,836)**	(17,891)
	Change in value of hedged item used to determine hedge effectiveness	**4,836**	17,891
	Weighted average hedged rate for the year	**USD1:RM3.0189**	USD1:RM3.0189

The following table provides the sensitivity to a reasonably possible change in the USD exchange rate, taking into account the impact of hedging, with all other variables held constant, of the Group and Company's profit or loss after tax. The sensitivity analysis includes outstanding foreign currency denominated monetary items and adjusts their translation at the year end for a 10% change in the exchange rate.

	Increase/ (decrease) in USD rate	Effect on profit after tax RM'000	Effect on equity RM'000
Group			
31 January 2020	**+10%**	**(63,109)**	**3,498**
	-10%	**63,109**	**(3,498)**
31 January 2019	+10%	(65,938)	(488)
	-10%	65,938	488
Company			
31 January 2020	**+10%**	**(5)**	**99**
	-10%	**5**	**(99)**
31 January 2019	+10%	(8)	790
	-10%	8	(790)

Notes to the Financial Statements

31 January 2020

37 Financial Instruments (Cont'd.)

(c) Market risk (Cont'd.)

Interest rate risk

The Group and Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short term receivables and payables are not significantly exposed to interest rate risk.

The Group and Company adopt a baseline policy to hedge between 50% and 100% of its borrowing and vendor financing interest rate exposure from floating to fixed rate basis.

Hedging instrument	Hedged item	2020 Weighted average fixed rate %	2019 Weighted average fixed rate %
Group			
CCIRS	USD term loan	**4.19**	4.19
RM IRS	RM vendor financing	**3.66**	3.67
Company			
CCIRS	USD term loan	**4.19**	4.19

The CCIRS for borrowings will mature on 8 June 2021, while the IRS for vendor financing have an average 3 years maturity date.

The notional principal amount and maturity profiles of both IRS and CCIRS are disclosed in Note 25 to the financial statements.

The profile of the Group and Company's floating rate interest-bearing financial instruments, based on the carrying amounts are set out below:

	2020 RM'000	2019 RM'000
Group		
Payables	**(568,246)**	(552,285)
Borrowings	**(416,145)**	(694,102)
Company		
Advances to subsidiaries	**15,270**	150,776
Borrowings	**(416,145)**	(694,102)

37 Financial Instruments (Cont'd.)

(c) Market risk (Cont'd.)

Interest rate risk (Cont'd.)

Effects of hedge accounting on the financial position and performance

The effects of the interest rate swaps on the Group's financial position and performance are as follows:

		2020 RM'000	2019 RM'000
(i)	Interest rate swaps		
	Carrying amount (liability)	**(2,327)**	(320)
	Notional amount	**407,674**	496,586
	Maturity date	**Current up to 3 years**	Current up to 3 years
	Hedge ratio	**1:1**	1:1
	Change in fair value of outstanding hedging instruments for the year	**(1,844)**	2,308
	Change in fair value of hedged item used to determine hedge effectiveness	**1,844**	(2,308)
	Weighted average hedged rate for the year	**3.66%**	3.69%

The following table provides the sensitivity to a reasonably possible change in interest rates, taking into account the impact of hedging, with all other variables held constant, of the Group and Company's profit or loss after tax. The sensitivity analysis is determined based on the impact on floating rate financial instruments at the end of the balance sheet date.

	Increase/ (decrease) in basis points	Effect on profit after tax RM'000	Effect on equity RM'000
Group			
31 January 2020	**+100**	**(2,410)**	**4,156**
	-100	**2,410**	**(4,156)**
31 January 2019	+100	(2,319)	11,361
	-100	2,319	(11,361)
Company			
31 January 2020	**+100**	**(972)**	**1,889**
	-100	**972**	**(1,889)**
31 January 2019	+100	(367)	7,174
	-100	367	(7,174)

Notes to the Financial Statements

31 January 2020

37 Financial Instruments (Cont'd.)

(c) Market risk (Cont'd.)

Price risk

The Group's investment in unit trusts is exposed to price risk as the investment is carried at fair value in the balance sheet, with fair value changes impacting income statement. To manage its price risk arising from the investment in unit trusts, the Group diversifies its portfolio in various financial institutions.

The table below summarises the impact of increases/decreases of the unit price on the Group's equity. The analysis is based on the assumption that the unit price had increased/decreased by 0.5% with all other variables held constant.

	Increase/ (decrease) in unit price	Effect on profit after tax RM'000	Effect on equity RM'000
Group			
31 January 2020	**+0.5%**	**2,317**	**2,317**
	-0.5%	**(2,317)**	**(2,317)**
31 January 2019	+0.5%	1,738	1,738
	-0.5%	(1,738)	(1,738)
Company			
31 January 2020	**+0.5%**	**559**	**559**
	-0.5%	**(559)**	**(559)**

Capital risk management

The Group and Company's objectives when managing capital are to safeguard the Group and Company's ability to continue as a going concern in order to provide returns to shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. No changes were made in the objectives, policies or processes during the year ended 31 January 2020.

The Group and Company will balance their overall capital structure through the payment of dividends, new share issues as well as the issue of new debt or the repayment of existing borrowings.

37 Financial Instruments (Cont'd.)

(c) Market risk (Cont'd.)

Capital risk management (Cont'd.)

The capital structure of the Group and Company consists of borrowings, deposits, cash and bank balances and total equity, comprising issued share capital, reserves and non-controlling interests, as follows:

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Total borrowings	**3,521,559**	3,570,670	**418,195**	698,030
Less:				
Deposits, cash and bank balances	**(338,095)**	(283,486)	**(6,143)**	(65,752)
Investment in unit trusts	**(647,167)**	(348,680)	**(111,826)**	-
	2,536,297	2,938,504	**300,226**	632,278
Total equity	**938,760**	678,908	**7,282,071**	6,898,214
Total capital	**3,475,057**	3,617,412	**7,582,297**	7,530,492

The Group is required to maintain a total net debt to adjusted earnings before interest, taxation, depreciation and amortisation ("EBITDA"), as defined in the facilities agreement, not exceeding 4 times and adjusted EBITDA to net interest of not less than 2 times for the purpose of borrowing covenants. During the financial year, the Group has complied with these requirements.

(d) Fair values

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The Group and Company use a variety of methods and make assumptions that are based on market conditions existing at each balance sheet date. Estimated discounted cash flows are used to determine fair value for the financial instruments. The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates at the balance sheet date.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2: Other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly (ie. from prices) or indirectly (ie. derived from prices).

Level 3: Techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

Notes to the Financial Statements

31 January 2020

37 Financial Instruments (Cont'd.)

(d) Fair values (Cont'd.)

Assets/(Liabilities) measured at amortised cost:

The carrying amounts of financial assets and liabilities of the Group at the balance sheet date approximated their fair values except as set out below:

	Carrying amount RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000
Group				
At 31 January 2020				
Borrowings: Lease liabilities	**(1,499,724)**	**-**	**(1,605,172)**	**-**
At 31 January 2019				
Borrowings: Lease liabilities	(1,569,683)	-	(1,625,493)	-

The fair value of financial instruments categorised at Level 2 is determined based on a discounted cash flow analysis, using contractual cash flows and market interest rates.

Assets/(Liabilities) measured at fair value:

The Group and Company held the following financial instruments measured at fair value.

	Carrying amount RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000
Group				
At 31 January 2020				
Other investments:				
- Investment in unit trusts	**647,167**	**647,167**	**-**	**-**
- Preference shares in an unquoted company	**10,657**	**-**	**10,657**	**-**
Forward foreign currency exchange contracts – cash flow hedges	**(11,741)**	**-**	**(11,741)**	**-**
Interest rate swaps – cash flow hedges	**(2,327)**	**-**	**(2,327)**	**-**
Cross-currency interest rate swaps – cash flow hedges	**79,340**	**-**	**79,340**	-
Foreign currency options – cash flow hedges	**8,438**	**-**	**8,438**	-

37 Financial Instruments (Cont'd.)

(d) Fair values (Cont'd.)

Assets/(Liabilities) measured at fair value (Cont'd.):

	Carrying amount RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000
Group (Cont'd.)				
At 31 January 2019				
Other investments:				
- Investment in unit trusts	348,680	348,680	-	-
- Preference shares in an unquoted company	4,085	-	4,085	-
Forward foreign currency exchange contracts – cash flow hedges	(4,300)	-	(4,300)	-
Interest rate swaps – cash flow hedges	(320)	-	(320)	-
Cross-currency interest rate swaps – cash flow hedges	135,607	-	135,607	-
Foreign currency options – cash flow hedges	1,451	-	1,451	-
Company				
At 31 January 2020				
Other investments:				
- Investment in unit trusts	**111,826**	**111,826**	**-**	**-**
Cross-currency interest rate swap – cash flow hedges	**79,340**	**-**	**79,340**	**-**
At 31 January 2019				
Cross-currency interest rate swap – cash flow hedges	135,607	-	135,607	-

The fair value of derivative financial instruments in Level 2 are determined using valuation techniques.

These valuation techniques maximise the use of observable market data where it is available, and rely as little as possible on entity-specific estimate. The forward foreign currency exchange contracts and foreign currency options are valued using forward exchange rate at the balance sheet date, with the resulting value discounted back to present value.

The fair values of CCIRS and IRS are calculated using observable market interest rates and yield curves with estimated future cash flows being discounted to present value.

The fair value of preference shares in an unquoted company in Level 2 is determined by reference to recent sales price of a comparable transaction with a third party.

During the financial year ended 31 January 2020, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements.

Notes to the Financial Statements

31 January 2020

37 Financial Instruments (Cont'd.)

e) Financial Instruments by Category

	Group RM'000	Company RM'000
31 January 2020		
Financial assets at FVTPL		
Financial assets as per balance sheets		
Other investments	**647,167**	**111,826**
Financial assets at FVOCI		
Financial assets as per balance sheets		
Other investments	**10,657**	**-**
Financial assets at amortised cost		
Financial assets as per balance sheets		
Deposits, cash and bank balances	**338,095**	**6,143**
Receivables excluding downpayment, prepayments and contract cost assets	**480,218**	**909**
Amounts due from related parties	**4,891**	**68**
Amounts due from subsidiaries	**-**	**282,877**
Advances to subsidiaries	**-**	**17,542**
	823,204	**307,539**
Derivatives used for hedging		
Financial assets as per balance sheets		
Derivative financial instruments	**91,966**	**79,340**
Financial liabilities as per balance sheets		
Derivative financial instruments	**18,256**	**-**
Financial liabilities at amortised cost		
Financial liabilities as per balance sheets		
Trade and other payables exclude statutory liabilities	**1,295,248**	**2,644**
Amounts due to related parties	**47,899**	**134**
Amounts due to subsidiaries	**-**	**5,232**
Borrowings	**3,521,559**	**418,195**
	4,864,706	**426,205**

37 Financial Instruments (Cont'd.)

e) Financial Instruments by Category (Cont'd.)

	Group RM'000	Company RM'000
31 January 2019		
Financial assets at FVTPL		
Financial assets as per balance sheets		
Other investments	348,680	-
Financial assets at FVOCI		
Financial assets as per balance sheets		
Other investments	4,085	-
Financial assets at amortised cost		
Financial assets as per balance sheets		
Deposits, cash and bank balances	283,486	65,752
Receivables excluding downpayment, prepayments and contract cost assets	587,304	893
Amounts due from related parties	9,137	7
Amounts due from subsidiaries	-	75,614
Advances to subsidiaries	-	160,476
	879,927	302,742
Derivatives used for hedging		
Financial assets as per balance sheets		
Derivative financial instruments	148,040	135,607
Financial liabilities as per balance sheets		
Derivative financial instruments	15,602	-
Financial liabilities at amortised cost		
Financial liabilities as per balance sheets		
Trade and other payables exclude statutory liabilities	1,505,927	3,812
Amounts due to related parties	70,600	173
Amounts due to subsidiaries	-	8,006
Borrowings	3,570,670	698,030
	5,147,197	710,021

38 Significant Events During the Financial Year

The significant events during the financial year are disclosed in Note 26.

Notes to the Financial Statements

31 January 2020

39 Indemnity, Guarantees, Contingent Assets and Material Litigation

(a) Indemnity and guarantees

Details of the indemnity and guarantees of the Group as at end of financial year, for which no provision has been made in the financial statements are as set out below:

	Group	
	2020 RM'000	2019 RM'000
Indemnity given to financial institutions in respect of bank guarantees issued – unsecured		
- Programme rights vendors[1]	**27,144**	37,138
- Others[2]	**3,067**	7,347
Other indemnities:		
- Parental guarantee to programme rights vendor[1]	**718,774**	741,325
	748,985	785,810

Note:

[1] *Included as part of the programming commitments for programme rights as set out in Note 34(b).*

[2] *Consists of bank guarantees issued mainly to Royal Malaysian Customs, utility companies and other statutory bodies.*

(b) Contingent assets

There were no significant contingent assets as at 31 January 2020 and 31 January 2019.

(c) Save as disclosed below, neither the Company nor its subsidiary companies has been or is involved in any material litigation, claims or arbitration either as plaintiff or defendant

(i) On 14 November 2012, MEASAT Broadcast Network Systems Sdn Bhd ("MBNS") received a letter from the Indonesian Embassy in Kuala Lumpur enclosing a purported court summons with respect to a claim made by PT Direct Vision ("PT DV") in the South Jakarta District Court ("SJDC") against Astro All Asia Networks Limited ("AAAN") and others as defendants ("Case 533"). MBNS is named as Defendant II. The claim brought by PT DV is allegedly for an unlawful act or tort. The letter states that the Defendants (as defined below) are summoned to attend before the SJDC on 10 January 2013.

The hearing on 10 January 2013 was adjourned to 10 April 2013 to allow for various legal formalities to be dealt with. On 10 April 2013, the court being satisfied that all Defendants were properly summoned adjourned the matter for a further week to 17 April 2013 for parties to go through the mandated mediation process. On 24 April 2013, MBNS was officially served with the statement of claim and the mediation process was said to have formally commenced.

39 Indemnity, Guarantees, Contingent Assets and Material Litigation (Cont'd.)

(c) Save as disclosed below, neither the Company nor its subsidiary companies has been or is involved in any material litigation, claims or arbitration either as plaintiff or defendant (Cont'd.)

(i) (Cont'd.)

The suit is brought by PT DV for damages for an unlawful act (i.e. a tort) alleged to have been committed by AAAN, Astro Overseas Limited ("AOL"), All Asia Multimedia Networks FZ LLC ("AAMN"), certain individuals as well as MBNS (collectively, "Defendants"), arising from a dispute that arose in 2008 over a proposed DTH pay-TV business in Indonesia ("Proposed Indonesian Joint Venture"). PT DV claims on a joint and several basis from MBNS and the other Defendants for, amongst others, immaterial loss of USD20 billion and interest. For clarity, following a group restructuring, MBNS became part of the AMH Group of Companies whereas AAAN, AOL and AAMN are not part of the AMH Group of Companies.

MBNS is of the opinion, following counsels' advice, that PT DV's claim against MBNS is not supported with valid grounds and the quantum of damages sought is unjustifiable. The Company wishes to further clarify that PT DV's claim is in relation to and stems from the dispute in relation to the Proposed Indonesian Joint Venture which had been the subject of arbitration proceedings under the auspices of the Singapore International Arbitration Centre ("SIAC"). The dispute was heard before the Arbitration Tribunal and was concluded by the arbitration awards made by the Arbitration Tribunal in favour of the Astro entities in 2009 and 2010.

On the advice of counsels, MBNS along with other defendants had filed an application challenging the jurisdiction of the SJDC to hear the case.

The challenge was made on the legal basis that the subject matter of this civil suit must be determined by way of arbitration under the SIAC rules as prescribed under the conditional Subscription and Shareholders Agreement ("SSA"). This had already been heard and determined by way of the SIAC arbitration and awards made in favour of the Astro entities on this very issue.

SJDC has on 28 August 2013 rejected MBNS' challenge and decided that it has jurisdiction over the dispute.

MBNS had filed an appeal against the SJDC's decision on 9 September 2013.

On 5 June 2014 the SJDC dismissed the claim filed by PT DV.

After an examination of the evidence presented to the court, the SJDC ruled that the claim originated from the SSA which contained an arbitration clause for dispute resolution. The SJDC ruled that the arbitration clause in the SSA was binding and applicable and thus the case must be determined by way of arbitration under the auspices of the SIAC. Based on the laws of Indonesia, the SJDC determined that it did not have the jurisdiction to hear the case and accordingly dismissed the claim.

PT DV subsequently appealed to the Jakarta High Court ("JHC") on the decision of the SJDC. The JHC upheld the decision of the SJDC in MBNS' favour. PT DV has appealed to the Supreme Court against the JHC's decision.

Notes to the Financial Statements

31 January 2020

40 Segment Information

For management purposes, the Group is organised into business units based on their services, and has three separate segments based on operating segments as follows:

I. The television segment is a provider of television services including content, creation, aggregation and distribution, magazine publication and distribution and multimedia interactive services;
II. The radio segment is a provider of radio broadcasting services;
III. Home-shopping business; and
IV. Others.

The corporate function relates to treasury and management services and is not an operating segment. The corporate function is presented as part of the reconciliation to the consolidation total. The corporate function's assets and liabilities mainly comprise of deposits, cash and bank balances, other investments and borrowings.

Transactions between segments are carried out on mutually agreed basis. The effects of such inter-segment transactions are eliminated on consolidation. The measurement basis and classification are consistent with those adopted in the previous financial year.

Performance is measured based on segment profit, which is profit before tax, as included in the internal management reports that are reviewed by the chief operating decision maker comprising the Board of Directors. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results. Income taxes are managed on a group basis and are not allocated to operating segments. The Group's business units primarily operate in Malaysia.

Transfer prices between operating segments are on mutually agreed basis in a manner similar to transactions with third parties.

Segment assets

The total of segment assets is measured based on all assets (including goodwill and excluding deferred tax asset) of a segment, as included in the internal management reports that are reviewed by the Board of Directors.

Segment liabilities

The total of segment liabilities is measured based on all liabilities (excluding tax liabilities) of a segment, as included in the internal management reports that are reviewed by the Board of Directors.

Unallocated assets and liabilities

Unallocated assets and liabilities consist of deferred tax assets, tax liabilities and deferred tax liabilities.

Elimination

Elimination items mainly comprise of inter-company receivables and payables.

40 Segment Information (Cont'd.)

	Television RM'000	Radio RM'000	Home-shopping RM'000	Others RM'000	Corporate function RM'000	Elimination RM'000	Total RM'000
At 31 January 2020							
Revenue							
Total revenue	4,325,790	277,699	368,016	4,957	73,062	-	5,049,524
Inter-segment revenue[1]	(55,339)	(3,905)	(505)	(4,910)	(73,062)	-	(137,721)
External revenue	4,270,451	273,794	367,511	47	-	-	4,911,803
Results							
Interest income	29,358	4,691	910	135	10,056	(15,745)	29,405
Interest expense	(227,241)	(864)	(544)	(331)	(19,549)	15,767	(232,762)
Depreciation and amortisation	(1,045,888)	(8,435)	(5,256)	(707)	(2,068)	44,468	(1,017,886)
Share of results of associates/joint ventures	87	-	-	-	-	-	87
Segment profit/(loss) – Profit/(loss) before tax	744,289	153,151	(15,827)	(1,580)	(27,179)	9,826	862,680
Assets/Liabilities							
Investment in associates/joint ventures	2,214	-	-	-	-	-	2,214
Additions to non-current assets[2]	660,452	3,961	3,532	-	525	-	668,470
Segment assets	5,191,121	1,200,172	41,431	62,430	278,348	(703,773)	6,069,729
Unallocated assets							128,689
Total assets							6,198,418
Segment liabilities	4,982,243	185,045	99,279	13,373	457,240	(599,922)	5,137,258
Unallocated liabilities							122,400
Total liabilities							5,259,658

Notes to the Financial Statements

31 January 2020

40 Segment Information (Cont'd.)

	Television RM'000	Radio RM'000	Home-shopping RM'000	Others RM'000	Corporate function RM'000	Elimination RM'000	Total RM'000
At 31 January 2019							
Revenue							
Total revenue	4,855,621	298,573	377,763	2,899	82,818	-	5,617,674
Inter-segment revenue[1]	(44,111)	(5,708)	(3,798)	(2,898)	(82,111)	-	(138,626)
External revenue	4,811,510	292,865	373,965	1	707	-	5,479,048
Results							
Interest income	25,755	5,858	1,094	353	44,230	(39,847)	37,443
Interest expense	(220,286)	(44)	(221)	(1,844)	(57,061)	39,847	(239,609)
Depreciation and amortisation	(1,070,546)	(4,699)	(3,614)	(44)	(2,997)	44,157	(1,037,743)
Share of results of associates/joint ventures	796	-	-	-	-	-	796
Impairment of investments accounted for using the equity method	(2,142)	-	-	-	-	-	(2,142)
Segment profit/(loss) – Profit/(loss) before tax	539,380	157,508	(7,417)	(10,674)	(49,045)	21,393	651,145
Assets/Liabilities							
Investment in associates/joint ventures	2,127	-	-	-	-	-	2,127
Additions to non-current assets[2]	931,922	12,660	1,476	-	5,087	-	951,145
Segment assets	5,231,622	1,302,139	48,215	53,273	312,311	(811,512)	6,136,048
Unallocated assets							123,510
Total assets							6,259,558
Segment liabilities	5,051,509	215,633	84,740	10,273	748,267	(645,970)	5,464,452
Unallocated liabilities							116,198
Total liabilities							5,580,650

Note:

(1) *Inter-segment revenues are eliminated on consolidation.*

(2) *Additions to non-current assets consist of additions to property, plant and equipment and intangible assets (including acquisition of subsidiaries).*

41 Business Combinations

On 8 February 2018, a wholly-owned subsidiary of the Company, ADSB entered into a conditional joint venture agreement ("JVA") with Grup Majalah Karangkraf Sdn. Bhd. ("GMK") and GMK's wholly-owned subsidiary Nu Ideaktiv Sdn. Bhd. (formerly known as Karangkraf Digital 360 Sdn. Bhd.) ("NISB"), in respect of a joint venture for the creation and monetisation of content verticals in Malaysia and the Nusantara region. Based on the terms of the JVA, ADSB's total subscription consideration for its 51% interest in NISB is RM100,000,104 ("Investment Amount") to be paid in tranches.

The Investment Amount of RM100,000,104 will be satisfied in full by cash in the manner set out below:

- Upon completion date of the JVA, ADSB will invest RM50,000,104 out of the Investment Amount in the following manner:

  (a) ADSB will subscribe for 104 Class A ordinary shares in NISB for cash consideration of RM104, while GMK's existing 100 shares in NISB will be reclassified as Class A ordinary shares. As such, the equity interest of ADSB and GMK in Class A ordinary shares and total voting rights in NISB is 51:49 respectively. Each Class A ordinary share shall carry one vote for each share; and

  (b) ADSB will subscribe for 50,000,000 Class B ordinary shares in NISB, representing 100% of the total Class B ordinary shares, for a cash consideration of RM50,000,000 paid to NISB. Each Class B ordinary share shall (i) carry two votes for each share (ii) have one time liquidation rights (subject to (ii) below) and (iii) one time dividend entitlement (subject to (ii) below).

  The JVA was completed on 2 May 2018 ("JVA Closing"), resulting in NISB being a 51% owned subsidiary of ADSB.

- Following the completion of the above, ADSB will invest the remaining RM50,000,000 within a span of five years in five equal tranches of RM10,000,000 each on the anniversary of the JVA Closing through the subscription of fully paid Class D non-voting ordinary shares in NISB. Each Class D non-voting ordinary shares shall (i) not carry any voting rights (ii) have one time dividend entitlement (subject to (ii) below) and (iii) have one time liquidation right (subject to (ii) below).

  (i) If any of the fifteen active IPs are not able to be registered in NISB's favour at the Intellectual Property Corporation of Malaysia ("MyIPO") in certain mutually agreed identified classes, or if there is an infringement claim in any one of the IPs, ADSB has the right to reduce its Investment Amount in any one of the above tranches in accordance with a mechanism to be agreed mutually by the Parties in JVA. ADSB, in its sole discretion, may accelerate its investment in one or more tranches.

  (ii) ADSB is entitled to (a) 51% of cash surplus if NISB is wound-up or (b) 51% dividend entitlement, at any time after 5th JVA Closing anniversary in the event there is no reduction of investment. ADSB's cash surplus entitlement or dividend entitlement is lower than 51% if NISB is wound-up or the dividend is distributed prior to 5th JVA Closing anniversary (regardless whether there is a reduction of investment or otherwise), as ADSB has not invested the total Investment Amount. In the event of a reduction of investment, ADBS's entitlement in relation (i) surplus cash distribution on winding-up and (ii) dividend entitlement, shall be mutually agreed between GMK and ADSB in the JVA.

Notes to the Financial Statements

31 January 2020

41 Business Combinations (Cont'd.)

In conjunction with the JVA, on 1 March 2018, NISB entered into a Sale of Business Agreement ("SBA") with Grup Majalah Karangkraf Sdn Bhd ("GMK") to purchase the business of publishing and printing of magazines and periodicals in relation to general entertainments (including lifestyle, fashion, food travel), education, sports and Islamic related contents, in the form of print or digital content, in Malay language. In addition, via SBA, NISB had also purchase business assets in form of past and present rights, title and interest in and in relation to the titles and trademarks along with goodwill associated therewith and interest in all the past and present materials, contents and all copy rights and other intellectual properties in relations to the titles and trademarks, including domain names, mobile applications and social media accounts as defined under the SBA at the consideration of RM96 million. The RM96 million was satisfied through the issuance of Class C ordinary shares to GMK by NISB. The Class C ordinary share shall (i) carry one vote for each share (ii) have one time liquidation rights (subject to (ii) above) and (iii) one time dividend entitlement (subject to (ii) above).

Upon completion of the SBA on 2 May 2018, the acquisition of the business and business assets was accounted for in accordance with MFRS 3 "Business Combination" by NISB. In accordance with the requirements of MFRS 3, the Group has finalised the purchase price allocation in respect of the business combination as follows:

Final purchase price allocation

	RM'000
Intangible assets (Note 20)	40,805
Deferred tax liabilities (Note 27)	(9,793)
Total identifiable net assets	31,012
Add: Goodwill (Note 20)	64,988
Less: Non-controlling interest	(96,000)
Cash outflow on acquisition	-

The results of the subsidiary for the whole reporting period as though the acquisition date for the business combination had occurred on 1 February 2018 is not materially different from the amount consolidated from the date of acquisition.

42 Effects Arising from Adoption of MFRS 16 Leases

As disclosed in Note 3A(a), the Group changed its accounting policies on leases upon adoption of MFRS 16. The Group has elected to use the simplified retrospective transition method and to apply several practical expedients as provided in MFRS 16.

Under the simplified retrospective transition method, the 2019 comparative information was not restated and the cumulative effects of initial application of MFRS 16 where the Group is a lessee were recognised as an adjustment to the opening balance of retained earnings as at 1 February 2019. The comparative information continued to be reported under the previous accounting policies governed under MFRS 117 Leases and IC Int. 4 Determining whether an Arrangement Contains a Lease.

42 Effects Arising from Adoption of MFRS 16 Leases (Cont'd.)

In addition, the Group has elected not to reassess whether a contract is, or contains a lease at the DIA. Instead, for contracts entered into before the transition date, the Group relied on its assessment made applying MFRS 117 and IC Int. 4.

(a) Leases classified as operating leases under MFRS 117

On adoption of MFRS 16, the Group recognised lease liabilities in relation to leases which had previously been classified as 'operating leases' under the principles of MFRS 117. These liabilities were measured at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate as of 1 February 2019.

The associated right-of-use ("ROU") assets for property leases were measured at the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet as at 31 January 2019.

In applying MFRS 16 for the first time, the Group has applied the following practical expedients permitted by the standard to leases previously classified as operating leases under MFRS 117:

(i) the use of a single discount rate to a portfolio of leases with reasonably similar characteristics;
(ii) reliance on previous assessments on whether leases are onerous;
(iii) the accounting for operating leases with a remaining lease term of less than 12 months as at 1 February 2019 as short-term leases;
(iv) the exclusion of initial direct costs for the measurement of the ROU asset at the DIA; and
(v) the use of hindsight in determining the lease term where the contract contains options to extend or terminate the lease.

(b) Leases classified as finance leases under MFRS 117

For leases previously classified as finance leases and presented as a part of 'property, plant and equipment', the Group recognised the carrying amount of the lease asset and lease liability immediately before transition which were measured applying MFRS 117 as the carrying amount of the ROU asset and the lease liability at the DIA.

(c) Adjustment as at 1 February 2019

As at 1 February 2019, the change in accounting policies has affected the following items:

- Property, plant and equipment – decrease by RM1,409.7 million
- Right-of-use assets – increase by RM1,502.2 million
- Intangible assets – decrease by RM1.0 million
- Prepayments – decrease by RM2.8 million
- Lease liabilities – increase by RM95.8 million
- Trade and other payables – decrease by RM7.1 million

There is no impact to the accumulated losses of the Group as at 1 February 2019.

Notes to the Financial Statements

31 January 2020

42 Effects Arising from Adoption of MFRS 16 Leases (Cont'd.)

(d) Measurement of lease liabilities on 1 February 2019

The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 February 2019 was 4.867% per annum.

The reconciliation between the operating lease commitments disclosed applying MFRS 117 at 31 January 2019 to the lease liabilities recognised at 1 February 2019 is as follows:

	RM'000
Operating lease commitments disclosed as at 31 January 2019	121,340
Discounted using the lessee's incremental borrowing rate at DIA	(25,926)
Add:	
Finance lease liabilities recognised as at 31 January 2019	1,569,683
Operating lease recognised as at 1 February 2019	63,137
Less:	
Adjustment as a result of a different treatment of extension options	(62,738)
Lease liabilities recognised as at 1 February 2019	1,665,496
Of which are:	
Current lease liabilities	196,888
Non-current lease liabilities	1,468,608
	1,665,496

43 Significant Post Balance Sheet Events

The recent COVID-19 pandemic is disrupting business environments, dampening consumer and business sentiments, and dismantling global supply chains and financial markets. The Group and the Company have performed a preliminary assessment of the overall impact of the situation on the Group's and the Company's operations and cash flows. There is no adjustment arising from this assessment as at the date of the financial statements to the financial position and results of the Group and the Company as at 31 January 2020. The Group and the Company will continue to monitor the situation, as well as take appropriate and timely actions to minimise the impact.

44 Approval of Financial Statements

The financial statements have been approved for issue in accordance with a resolution of the Board of Directors on 30 April 2020.

Analysis of Shareholdings

As at 1 June 2020

SHARE CAPITAL

Issued shares : 5,214,506,700 ordinary shares
Voting Right : One vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

(Based on the Record of Depositors of the Company)

Size of shareholdings	No. of shareholders	% of shareholders	No. of shares	% of issued shares
1 to 99	718	3.92	6,649	0.00
100 to 1,000	4,345	23.71	2,976,381	0.06
1,001 to 10,000	10,160	55.44	43,631,957	0.84
10,001 to 100,000	2,546	13.90	77,057,456	1.48
100,001 to 260,725,334*	552	3.01	2,248,152,533	43.11
260,725,335 and above**	4	0.02	2,842,681,724	54.51
TOTAL	18,325	100.00	5,214,506,700	100.00

Notes:

* *less than 5% of the issued shares*

** *5% and above of the issued shares*

Category of shareholders	No. of shareholders	% of shareholders	No. of shares	% of issued shares
Individuals	15,095	82.37	143,431,735	2.75
Banks/Finance Companies	17	0.09	397,746,600	7.63
Investment Trusts/Foundations/Charities	3	0.02	2,050,800	0.04
Other Types of Companies	142	0.77	3,702,899,001	71.01
Government Agencies/Institutions	3	0.02	1,330,000	0.03
Nominees	3,064	16.72	967,045,564	18.54
Others	1	0.01	3,000	0.00
TOTAL	18,325	100.00	5,214,506,700	100.00

Analysis of Shareholdings

As at 1 June 2020

LIST OF 30 LARGEST SHAREHOLDERS

(Based on the Record of Depositors of the Company)

No.	Name	No. of shares held	% of issued shares
1.	Pantai Cahaya Bulan Ventures Sdn Bhd	1,077,735,927	20.67
2.	All Asia Media Equities Ltd	1,013,297,290	19.43
3.	East Asia Broadcast Network Systems N. V.	421,939,707	8.09
4.	Citigroup Nominees (Tempatan) Sdn Bhd – Employees Provident Fund Board	329,708,800	6.32
5.	Usaha Tegas Entertainment Systems Sdn Bhd	235,778,182	4.52
6.	Amanahraya Trustees Berhad – Amanah Saham Bumiputera	172,737,400	3.31
7.	Pacific Broadcast Systems N. V.	140,646,620	2.70
8.	Berkat Nusantara Sdn Bhd	140,646,568	2.70
9.	Home View Limited N. V.	140,646,568	2.70
10.	Nusantara Cempaka Sdn Bhd	140,646,568	2.70
11.	Nusantara Delima Sdn Bhd	140,646,568	2.70
12.	Southpac Investments Limited N. V.	140,646,568	2.70
13.	Amanahraya Trustees Berhad – Amanah Saham Malaysia	65,582,400	1.26
14.	Amanahraya Trustees Berhad – Amanah Saham Malaysia 2 – Wawasan	50,703,900	0.97
15.	Citigroup Nominees (Tempatan) Sdn Bhd – Employees Provident Fund Board (Affin-Hwg)	42,149,000	0.81
16.	Kumpulan Wang Persaraan (Diperbadankan)	40,640,800	0.78
17.	CIMB Group Nominees (Tempatan) Sdn Bhd – CIMB Bank Berhad (Edp 2)	38,050,500	0.73
18.	Amanahraya Trustees Berhad – Amanah Saham Bumiputera 2	27,726,900	0.53
19.	Citigroup Nominees (Asing) Sdn Bhd – Exempt AN For Citibank New York (Norges Bank 14)	24,155,817	0.46
20.	HSBC Nominees (Asing) Sdn Bhd – JPMCB NA For Vanguard Total International Stock Index Fund	23,520,464	0.45
21.	HSBC Nominees (Asing) Sdn Bhd – JPMCB NA For Vanguard Emerging Markets Stock Index Fund	23,464,873	0.45
22.	Mujur Sanjung Sdn Bhd	20,931,848	0.40
23.	RHB Nominees (Tempatan) Sdn Bhd – OSK Capital Sdn Bhd For Yayasan Islam Terengganu	16,130,000	0.31
24.	Mujur Nusantara Sdn Bhd	16,073,887	0.31
25.	Sanjung Nusantara Sdn Bhd	14,734,417	0.28
26.	Cimsec Nominees (Tempatan) Sdn Bhd – CIMB For Tiara Gateway Sdn Bhd (PB)	14,638,800	0.28
27.	Ujud Cergas Sdn Bhd	13,394,899	0.26
28.	Permodalan Nasional Berhad	12,478,600	0.24
29.	HSBC Nominees (Asing) Sdn Bhd – JPMBL SA For Schroder International Selection Fund	12,333,500	0.24
30.	Cimsec Nominees (Tempatan) Sdn Bhd – CIMB For Koo Kow Kiang@ Ko Keck Ting (PB)	11,185,000	0.21
	TOTAL	4,562,972,371	87.51

SUBSTANTIAL SHAREHOLDERS

(Based on the Register of Substantial Shareholders of the Company)

Name	Notes	Direct		Indirect	
		No. of shares held	% of issued shares	No. of shares held	% of issued shares
Pantai Cahaya Bulan Ventures Sdn Bhd ("PCBV")		1,077,735,927	20.67	-	-
Khazanah Nasional Berhad ("Khazanah")	(1)	-	-	1,077,735,927	20.67
All Asia Media Equities Ltd ("AAME")		1,013,297,290	19.43	-	-
Usaha Tegas Entertainment Systems Sdn Bhd ("UTES")	(2)	235,778,182	4.52	1,013,297,290	19.43
Usaha Tegas Sdn Bhd ("UTSB")	(3)	-	-	1,249,075,472	23.95
Pacific States Investment Limited ("PSIL")	(4)	-	-	1,249,075,472	23.95
Excorp Holdings N. V. ("Excorp")	(5)	-	-	1,249,075,472	23.95
PanOcean Management Limited ("PanOcean")	(5)	-	-	1,249,075,472	23.95
East Asia Broadcast Network Systems N. V. ("EABNS")		421,939,707	8.09	-	-
East Asia Broadcast Systems Holdings N. V. ("EABSH")	(6)	-	-	421,939,707	8.09
Tucson N. V. ("Tucson")	(7)	-	-	421,939,707	8.09
Ananda Krishnan Tatparanandam ("TAK")	(8)	-	-	2,152,868,226	41.29
Harapan Terus Sdn Bhd ("HTSB")	(9)	-	-	462,124,447	8.86
Dato' Haji Badri bin Haji Masri	(10)	-	-	462,124,447	8.86
Tun Haji Mohammed Hanif bin Omar	(10)	-	-	462,124,447	8.86
Mohamad Shahrin bin Merican	(10)	200,000	0.00*	462,124,447	8.86
Employees Provident Fund Board	(11)	382,114,100	7.33	-	-

* *negligible*

Notes:

(1) *Khazanah is deemed to have an interest in the AMH Shares by virtue of PCBV being a wholly-owned subsidiary of Khazanah.*

(2) *UTES is deemed to have an interest in all of the AMH Shares in which AAME has an interest, by virtue of UTES holding 100% equity interest in AAME. In addition to the deemed interest held via AAME in AMH, UTES holds directly 235,778,182 AMH Shares representing 4.52% equity interest in AMH.*

(3) *UTSB is deemed to have an interest in the AMH Shares by virtue of UTSB holding 100% equity interest in UTES. Please refer to note (2) above for UTES' direct and deemed interests in the AMH Shares.*

(4) *PSIL is deemed to have an interest in the AMH Shares by virtue of PSIL holding 99.999% equity interest in UTSB. Please refer to note (3) above for UTSB's deemed interest in the AMH Shares.*

(5) *PanOcean holds 100% equity interest in Excorp which in turn holds 100% equity interest in PSIL. Please refer to note (4) above for PSIL's deemed interest in the AMH Shares. PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of TAK and foundations including those for charitable purposes. Although PanOcean is deemed to have an interest in the AMH Shares, it does not have any economic or beneficial interest in such AMH Shares, as such interest is held subject to the terms of such discretionary trust.*

(6) *EABSH is deemed to have an interest in the AMH Shares by virtue of its direct equity in EABNS.*

(7) *Tucson is deemed to have an interest in the AMH Shares by virtue of its interest in EABSH. Please refer to note (6) above for EABSH's deemed interest in the AMH Shares.*

(8) *TAK is deemed to have an interest in the AMH Shares by virtue of the following:*

(i) *PanOcean's deemed interest of 1,249,075,472 AMH Shares representing 23.95% equity interest in AMH are held directly by UTES and AAME.*

Although TAK is deemed to have an interest in the AMH Shares, he does not have any economic or beneficial interest in such AMH Shares, as such interest is held subject to the terms of a discretionary trust referred to in note (5) above; and

Analysis of Shareholdings

As at 1 June 2020

(ii) *the interests of East Asia Broadcast Network Systems N. V. ("EABNS"), Pacific Broadcast Systems N. V. ("PBS"), Home View Limited N. V. ("HVL"), Southpac Investments Limited N. V. ("SIL"), Ujud Cergas Sdn Bhd ("UCSB"), Metro Ujud Sdn Bhd ("MUSB"), Mujur Sanjung Sdn Bhd ("MSSB"), Prisma Gergasi Sdn Bhd ("PGSB") and Ujud Murni Sdn Bhd ("UMSB") which collectively hold directly 903,792,754 AMH Shares representing 17.33% equity interest in AMH. TAK is deemed to have an interest in the 903,792,754 AMH Shares collectively held by EABNS, PBS, HVL, SIL, UCSB, MUSB, MSSB, PGSB and UMSB by virtue of him holding 100% equity interest in their respective ultimate holding companies viz. Tucson, Orient Systems Limited N. V. ("OSL"), Home View Holdings N. V. ("HVH"), Southpac Holdings N. V. ("SHNV"), All Asia Radio Broadcast N. V. ("AARB"), Global Radio Systems N. V. ("GRS"), Maestra International Broadcast N. V. ("MIB"), Maestra Global Radio N. V. ("MGR") and Global Broadcast Systems N. V. ("GBS").*

(9) *HTSB is deemed to have an interest in all of the AMH Shares arising through its wholly-owned subsidiaries, namely, Berkat Nusantara Sdn Bhd, Nusantara Cempaka Sdn Bhd, Nusantara Delima Sdn Bhd, Mujur Nusantara Sdn Bhd, Gerak Nusantara Sdn Bhd and Sanjung Nusantara Sdn Bhd. (collectively, "HTSB Subsidiaries").*

The HTSB Subsidiaries hold such AMH Shares under discretionary trusts for Bumiputera objects. As such, HTSB does not have any economic interest in such AMH Shares as such interest is held subject to the terms of such discretionary trusts.

(10) *His deemed interest in the AMH Shares arises by virtue of his 25% direct equity interest in HTSB. However, he does not have any economic interest in such AMH Shares as such interest is held subject to the terms of the discretionary trusts referred to in note (9) above.*

(11) *Held through nominee companies managed by portfolio managers.*

DIRECTORS' INTEREST IN SHARES

(Based on the Register of Directors' Shareholdings of the Company)

The interests of the Directors in the shares of the Company are as follows:

Name	No. of shares held		% of issued shares	
	Direct	Indirect	Direct	Indirect
Tun Dato' Seri Zaki bin Tun Azmi	1,050,000	-	0.02	-
Datuk Yvonne Chia	300,000	-	0.01	-
Renzo Christopher Viegas	100,000	-	0.00*	-
Lim Ghee Keong	1,000,000	-	0.02	-
Simon Cathcart	-	-	-	-
Nik Rizal Kamil bin Nik Ibrahim Kamil	-	-	-	-
Tunku Alizakri bin Raja Muhammad Alias	5,000	-	0.00*	-
Mazita binti Mokty	-	-	-	-
Nurhisham bin Hussein (Alternate Director to Tunku Alizakri bin Raja Muhammad Alias)	-	-	-	-

* *negligible*

GCEO'S INTEREST IN SHARES

The interest of the GCEO in the shares of the Company are as follows:

Name	No. of shares held		% of issued shares	
	Direct	Indirect	Direct	Indirect
Henry Tan Poh Hock	1,863,500	-	0.04	-

List of Properties Held

No	Land Title/Location	Description of Property	Approximate Age of building	Tenure/ Date of Acquisition	Remaining Lease Period (Expiry of Lease)	Current Use	Land Area (square metre)	Built-up Area (square metre)	NBV as at 31 January 2020 RM'000
1.	HSD 34194 (previously held under HSD 7038), PT 12002, Mukim Dengkil, District of Sepang, State of Selangor	Land and building	5 years	Freehold 31 March 2004	Not applicable	Television, data media centre and office	18,267	8,105	61,429
2.	Unit Nos. 165-1-1, 165-1-2, 165-1-3 and 165-2-1, Wisma Mutiara (Block B) No. 165, Jalan Sungai Besi, 57100 Kuala Lumpur	Shops/Office lots	19 years	Freehold 31 March 2005	Not applicable	Vacant	Not applicable	753.8	870
3.	HSD 116030 PT13820 (formerly identified as Lot Nos. 11301, 17778, 5800 and part of Lots 7966, 8093 and 14985) in Mukim of Petaling, District of Kuala Lumpur, State of Wilayah Persekutuan All Asia Broadcast Centre Technology Park Malaysia, Lebuhraya Puchong-Sungai Besi, Bukit Jalil, 57000 Kuala Lumpur	Land and buildings	23 years	Sublease land and building 60 years (with optional extension of 39 years) 1 September 1996	36 years (31 August 2056)	Television, radio and data media centre and office	128,100	39,622	124,761
4.	GRN 50043 Lot 54268 (previously held under HSD 80870, PT 4043 and HSD 80871, PT 4044 respectively), Mukim and District of Kuala Lumpur, State of Wilayah Persekutuan	Vacant land	Not applicable	Sublease (with optional extension of 30 years) 1 April 1997	7 years (31 March 2027)	Vacant	412,780	Not applicable	5,602

Disclosure of Recurrent Related Party Transactions

At the Sixth and Seventh Annual General Meeting held on 7 June 2018 ("2018 Mandate") and 27 June 2019 ("2019 Mandate") respectively, the Company obtained its shareholders' mandate to allow the Group to enter into recurrent related party transactions ("RRPTs") of a revenue or trading nature ("Shareholders' Mandate").

In compliance with Paragraph 10.09(2)(b) and Paragraph 3.1.5 of Practice Note 12 of the Main Market Listing Requirements of Bursa Securities, the details of RRPTs conducted during the financial year ended 31 January 2020 pursuant to the Shareholders' Mandate where the aggregate value of such RRPTs are equal to or has exceeded RM1.0 million or 1% of the relevant percentage ratio for such transactions, whichever is the higher, are as follows:

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2018 Mandate	2019 Mandate	Aggregate value of transactions during the financial year (RM'000)	Interested Related Party	
				Actual value incurred from 1 February 2019 up to 26 June 2019 (RM'000)	Actual value incurred from 27 June 2019 up to 31 January 2020 (RM'000)		Name	Nature and extent of interest
(A)	**UTSB Group**							
1.	AMH and/or its subsidiaries	UTP and/or its affiliates	Provision of project and construction management and consultancy services to AMH and/or its subsidiaries	98	40	138	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1
2.	AMH and/or its subsidiaries	UTSBM and/or its affiliates	Provision of consultancy and support services to AMH and/or its subsidiaries	5,707	8,775	14,482	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1
3.	AMH and/or its subsidiaries	Tanjong plc and/or its subsidiaries	Usage of resource centres and data centre at Menara Maxis as part of AMH Group's business continuity plans	84	129	213	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1
4.	Tayangan Unggul and/or its affiliates	TGV and/or its affliates	Rental of cinema hall by Tayangan Unggul and/or its affiliates	-	34	34	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1
5.	Astro Radio and/or its affiliates	TGV and/or its affiliates	Sale of airtime, sponsorship and online web branding by Astro Radio and/or its affiliates	140	107	247	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2018 Mandate	2019 Mandate	Aggregate value of transactions during the financial year (RM'000)	Interested Related Party	
				Actual value incurred from 1 February 2019 up to 26 June 2019 (RM'000)	Actual value incurred from 27 June 2019 up to 31 January 2020 (RM'000)		Name	Nature and extent of interest
6.	MBNS and/or its affiliates	TGVP and/or its affiliates	Provision of rights and license for films and content to MBNS and/or its affiliates	2	2	4	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1
7.	Astro Shaw and/or its affiliates	TGV and/or its affiliates	Distribution and licensing of films to/by Astro Shaw and/or its affiliates	139	160	299	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1
8.	MBNS and/or its affiliates	TGV and/or its affiliates	Provision of sponsorship, marketing and professional event management services and related activities (including the making of available of premises and facilities) by/to MBNS and/or its affiliates	-	368	368	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1
9.	Astro Shaw and/or its affiliates	TGV and/or its affiliates	Distribution and licensing of content rights to/by Astro Shaw and/or its affiliates	50	9	59	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1
10.	Astro Shaw and/or its affiliates	TGV and/or its affiliates	Share of ticket collections proceeds from movies screened at TGV cinemas and any costs relating thereto	-	5,082	5,082	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and MM	Refer to Note 1
Aggregate Value of Transactions with UTSB Group				**6,220**	**14,706**	**20,926**		

Disclosure of Recurrent Related Party Transactions

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2018 Mandate	2019 Mandate	Aggregate value of transactions during the financial year (RM'000)	Interested Related Party	
				Actual value incurred from 1 February 2019 up to 26 June 2019 (RM'000)	Actual value incurred from 27 June 2019 up to 31 January 2020 (RM'000)		Name	Nature and extent of interest
(B)	**Maxis Group**							
11.	MBNS and/or its affiliates	Maxis Broadband and/or its affiliates	Provision of managed communications services to MBNS and/or its affiliates	5,435	7,549	12,984	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and DHB	Refer to Note 2
12.	Astro Radio and/or its affiliates	Maxis Broadband and/or its affiliates	Sale of airtime, sponsorship and online web branding by Astro Radio and/or its affiliates	8,690	17,724	26,414	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and DHB	Refer to Note 2
13.	MBNS and/or its affiliates	Maxis Broadband and/or its affiliates	Provision of content by MBNS and/or its affiliates, including among others, the caller ringtones and viewing rights	65	12	77	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and DHB	Refer to Note 2
14.	MBNS and/or its affiliates	Maxis Broadband and/or its affiliates	Collaboration in respect of IPTV, content, broadband, voice and ancillary services	30,587	33,503	64,090	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and DHB	Refer to Note 2
15.	AMH and/or its subsidiaries	Maxis and/or its affiliates	Provision of short code rental, Short Messaging Services (SMS), Multimedia Messaging Services (MMS), Wireless Application Protocol (WAP) service revenue share	59	62	121	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and DHB	Refer to Note 2

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2018 Mandate	2019 Mandate	Aggregate value of transactions during the financial year (RM'000)	Interested Related Party	
				Actual value incurred from 1 February 2019 up to 26 June 2019 (RM'000)	Actual value incurred from 27 June 2019 up to 31 January 2020 (RM'000)		Name	Nature and extent of interest
16.	Astro Radio and/or its affiliates	Maxis Broadband and/or its affiliates	Provision of leased line services to Astro Radio and/or its affiliates	112	164	276	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and DHB	Refer to Note 2
17.	Astro Radio and/or its affiliates	Maxis Broadband and/or its affiliates	Collaboration in respect of data sharing and cross selling of content and advertising inventory and ancillary activities	*NA	55	55	**Major Shareholders** UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK and DHB	Refer to Note 2
Aggregate Value of Transactions with Maxis Group				**44,948**	**59,069**	**104,017**		
(C) MGB Group								
18.	MBNS and/or its affiliates	MSS and/or its affiliates	Provision of broadcast, transponder capacity, uplink services and ancillary services to MBNS and/or its affiliates	1,128	1,651	2,779	**Major Shareholder** TAK **Directors** LGK, MM and SC	Refer to Note 3
19.	Astro Productions and/or its affiliates	MSS and/or its affiliates	Provision of office/ storage space by Astro Productions and/or its affiliates payable on a monthly basis	94	138	232	**Major Shareholder** TAK **Directors** LGK, MM and SC	Refer to Note 3
Aggregate Value of Transactions with MGB Group				**1,222**	**1,789**	**3,011**		

Disclosure of Recurrent Related Party Transactions

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2018 Mandate	2019 Mandate	Aggregate value of transactions during the financial year (RM'000)	Interested Related Party	
				Actual value incurred from 1 February 2019 up to 26 June 2019 (RM'000)	Actual value incurred from 27 June 2019 up to 31 January 2020 (RM'000)		Name	Nature and extent of interest
(D)	**AHSB Group**							
20.	MBNS and/or its affiliates	CTE and/or its affiliates	Provision of exclusive rights for carriage of Kix HD and Celestial (SD and HD) channels to MBNS and/or its affiliates	13,722	10,891	24,613	**Major Shareholders** PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK, MM, NRK and DHB	Refer to Note 4
21.	Astro Shaw and/or its affiliates	CMCL and/or its affiliates	Provision of rights and license for films by Astro Shaw and/or its affiliates	300	-	300	**Major Shareholders** PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK, MM, NRK and DHB	Refer to Note 4
22.	MBNS and/or its affiliates	Fetch TV and/or its affiliates	Distribution, licensing and/or provision of channel and content rights by MBNS and/or its affiliates	173	171	344	**Major Shareholders** PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK, SC, MM, NRK, DHB and HT	Refer to Note 4
23.	MBNS and/or its affiliates	CMCL and/or its affiliates	Distribution, licensing and provision of rights for films and content by/to MBNS and/or its affiliates	-	123	123	**Major Shareholders** PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK, MM, NRK and DHB	Refer to Note 4

No	Company within our Group involved	Transacting Related Party	Nature of transaction	2018 Mandate	2019 Mandate	Aggregate value of transactions during the financial year (RM'000)	Interested Related Party	
				Actual value incurred from 1 February 2019 up to 26 June 2019 (RM'000)	Actual value incurred from 27 June 2019 up to 31 January 2020 (RM'000)		Name	Nature and extent of interest
24.	AMH and/or its subsidiaries	AHSB and/or its subsidiaries	Provision of corporate management services and other services by AMH and/or its subsidiaries	14	#NA	14	**Major Shareholders** PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK, MM, NRK and DHB	Refer to Note 4
Aggregate Value of Transactions with AHSB Group				**14,209**	**11,185**	**25,394**		
(G)	**Sun TV Group**							
25.	AMH and/or its subsidiaries	Sun TV and/or its affiliates	Provision of channel and content rights to AMH and/or its subsidiaries	16,708	#NA	16,708	**Major Shareholders** PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK, MM, NRK and DHB	Refer to Note 5
26.	AMH and/or its subsidiaries	Sun TV and/or its affiliates	Distribution, licensing and provision of channel and content rights by/to AMH and/or its subsidiaries	43	25,463	25,506	**Major Shareholders** PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK **Directors** LGK, MM, NRK and DHB	Refer to Note 5
Aggregate Value of Transactions with Sun TV Group				**16,751**	**25,463**	**42,214**		

**NA Transactions approved under 2019 Mandate only.*

#NA Transactions approved under 2018 Mandate but was not renewed under 2019 Mandate.

Disclosure of Recurrent Related Party Transactions

NOTES (as at 1 June 2020):

1. UTSB Group

MBNS, Tayangan Unggul, Astro Shaw and Astro Radio are wholly-owned subsidiaries of AMH.

UTP and UTSBM are wholly-owned subsidiaries of UTSB while Tanjong plc, TGV and TGVP are wholly-owned subsidiaries of Tanjong Capital Sdn Bhd ("**TCSB**"). UTP, UTSBM, Tanjong plc, TGV and TGVP are Persons Connected to UTSB, PSIL, Excorp, PanOcean and TAK.

Each of UTSB, PSIL, Excorp and PanOcean is a Major Shareholder, with a deemed interest over 1,249,075,472 AMH Shares representing 23.95% equity interest in AMH through the wholly-owned subsidiaries of UTSB namely, UTES and AAME with each holding 235,778,182 AMH Shares and 1,013,297,290 AMH Shares directly representing 4.52% and 19.43% equity interest in AMH respectively.

TAK has a deemed interest in the AMH Shares in which UTSB has an interest by virtue of the deemed interest of PanOcean in the AMH Shares. PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of TAK and foundations, including those for charitable purposes. PanOcean holds 100% equity interest in Excorp which in turn holds 100% equity interest in PSIL. PSIL holds 99.999% equity interest in UTSB. TAK is also a director of PanOcean, Excorp, PSIL and UTSB.

Although TAK and PanOcean are deemed to have an interest in the AMH Shares as described in the foregoing, they do not have any economic or beneficial interest over such shares as such interest is held subject to the terms of such discretionary trust referred to in the paragraph above.

TAK is also deemed to have an interest in the AMH Shares by virtue of the interests of East Asia Broadcast Network Systems N. V. ("**EABNS**"), Pacific Broadcast Systems N. V. ("**PBS**"), Home View Limited N. V. ("**HVL**"), Southpac Investments Limited N. V. ("**SIL**"), Ujud Cergas Sdn Bhd ("**UCSB**"), Metro Ujud Sdn Bhd ("**MUSB**"), Mujur Sanjung Sdn Bhd ("**MSSB**"), Prisma Gergasi Sdn Bhd ("**PGSB**") and Ujud Murni Sdn Bhd ("**UMSB**") which collectively hold directly 903,792,754 AMH Shares representing 17.33% equity interest in AMH. TAK is deemed to have an interest in the 903,792,754 AMH Shares collectively held by EABNS, PBS, HVL, SIL, UCSB, MUSB, MSSB, PGSB and UMSB by virtue of him holding 100% equity interest in their respective ultimate holding companies viz. Tucson N. V. ("**Tucson**"), Orient Systems Limited N. V. ("**OSL**"), Home View Holdings N. V. ("**HVH**"), Southpac Holdings N. V. ("**SHNV**"), All Asia Radio Broadcast N. V. ("**AARB**"), Global Radio Systems N. V. ("**GRS**"), Maestra International Broadcast N. V. ("**MIB**"), Maestra Global Radio N. V. ("**MGR**") and Global Broadcast Systems N. V. ("**GBS**").

Each of PSIL, Excorp, PanOcean and TAK has a deemed interest over 124,688,000 ordinary shares in TCSB ("**TCSB Shares**") representing 65.84% equity interest in TCSB through UTSB. UTSB holds an aggregate of 124,688,000 TCSB Shares representing 65.84% equity interest in TCSB, of which 71,000,000 TCSB Shares representing 37.49% equity interest in TCSB is held directly by UTSB, while 53,688,000 TCSB Shares representing 28.35% equity interest in TCSB is held indirectly via its wholly-owned subsidiary, Usaha Tegas Resources Sdn Bhd.

Although TAK and PanOcean are deemed to have an interest in the TCSB Shares as described in the foregoing, they do not have any economic or beneficial interest over such TCSB Shares, as such interest is held subject to the terms of such discretionary trust referred to above.

In addition, TAK is deemed to have an interest over 47,792,803 TCSB Shares representing 25.23% equity interest in TCSB through the wholly-owned subsidiaries of MAI Sdn Berhad ("**MAI**"), by virtue of his 100% direct equity interest in MAI.

LGK, who is a Director of AMH and MBNS, is also a director of UTSB, PSIL, Excorp, PanOcean, UTSBM and TCSB. He has a direct equity interest over 1,000,000 AMH Shares representing 0.02% equity interest in AMH. He does not have any equity interest in Tanjong plc, TGV, TGVP, UTSB Group and AMH subsidiaries.

MM, who is a Director of AMH, is also a director of TCSB, Tanjong plc and an alternate director on the Board of UTSB. She does not have any equity interest in AMH Group, UTSB Group and TCSB Group.

2. Maxis Group

Maxis Broadband is a wholly-owned subsidiary of Maxis which is in turn a 62.34%-owned indirect subsidiary of Binariang GSM Sdn Bhd ("**BGSM**").

Each of UTSB, PSIL, Excorp, PanOcean and TAK is a Major Shareholder, is also a major shareholder of Maxis with a deemed interest over 4,875,000,000 ordinary shares ("**Maxis Shares**") representing 62.34% equity interest in Maxis, by virtue of its/his deemed interest in BGSM which holds 100% equity interest in BGSM Management Sdn Bhd ("**BGSM Management**"). BGSM Management holds 100% equity interest in BGSM Equity Holdings Sdn Bhd ("**BGSM Equity**") which in turn holds 62.34% equity interest in Maxis. UTSB's deemed interest in the Maxis Shares arises through its wholly-owned subsidiaries, namely, Wilayah Resources Sdn Bhd, Tegas Puri Sdn Bhd, Besitang Barat Sdn Bhd and Besitang Selatan Sdn Bhd, which hold in aggregate 37% equity interest in BGSM.

PanOcean holds 100% equity interest in Excorp which in turn holds 100% equity interest in PSIL. PSIL holds 99.999% equity interest in UTSB. PanOcean is the trustee of a discretionary trust, the beneficiaries of which are members of the family of TAK and foundations including those for charitable purposes. Although TAK and PanOcean are deemed to have an interest in the Maxis Shares as described in the foregoing, they do not have any economic or beneficial interest over such Maxis Shares as such interest is held subject to the terms of the discretionary trust. Please refer to Note 1 above for interests of UTSB, PSIL, Excorp, PanOcean and TAK in AMH.

LGK, who is a Director of AMH and MBNS, is also a director of UTSB, PSIL, Excorp, PanOcean, Maxis and several subsidiaries of Maxis (including Maxis Broadband). LGK does not have any equity interest in Maxis Group and AMH subsidiaries. Please refer to Note 1 above for LGK's interest in AMH.

DHB is a former Director of MBNS within the preceding 6 months from the LPD and he is deemed to have an interest over 462,124,447 AMH Shares representing 8.86% equity interest in AMH in which Harapan Terus Sdn Bhd ("**HTSB**") has an interest, by virtue of his 25% direct equity interest in HTSB. HTSB's deemed interest in such AMH Shares arises through its wholly-owned subsidiaries namely, Berkat Nusantara Sdn Bhd ("**BNSB**"), Nusantara Cempaka Sdn Bhd ("**NCSB**"), Nusantara Delima Sdn Bhd ("**NDSB**"), Mujur Nusantara Sdn Bhd ("**MNSB**"), Gerak Nusantara Sdn Bhd ("**GNSB**") and Sanjung Nusantara Sdn Bhd ("**SNSB**") (collectively "**HTSB Subsidiaries**"). The HTSB Subsidiaries hold such AMH Shares under discretionary trusts for Bumiputera objects. As such, he does not have any economic interests over such AMH Shares as such interest is held subject to the terms of such discretionary trusts.

DHB is a major shareholder of Maxis with a deemed interest over 4,875,000,000 Maxis Shares representing 62.37% equity interest in Maxis in which Harapan Nusantra Sdn Bhd ("**HNSB**") has an interest by virtue of his 25% direct equity interest in HNSB. HNSB's deemed interest in such Maxis Shares arises through its wholly-owned subsidiaries namely, Mujur Anggun Sdn Bhd, Cabaran Mujur Sdn Bhd, Anak Samudra Sdn Bhd, Dumai Maju Sdn Bhd, Nusantara Makmur Sdn Bhd, Usaha Kenanga Sdn Bhd and Tegas Sari Sdn Bhd (collectively, "**HNSB Subsidiaries**"), which hold in aggregate 30% equity interest in BGSM. The HNSB Subsidiaries hold their deemed interest in such Maxis Shares under discretionary trusts for Bumiputera objects. As such, DHB does not have any economic interest over such Maxis Shares as such interest is held subject to the terms of such discretionary trusts.

Disclosure of Recurrent Related Party Transactions

3. MGB Group

Astro Productions is a wholly-owned subsidiary of AMH. MSS is a wholly-owned subsidiary of MGB.

TAK is a major shareholder of MGB with a deemed interest over 272,953,208 ordinary shares ("**MGB Shares**") representing 70% equity interest in MGB held via MEASAT Global Network Systems Sdn Bhd ("MGNS"), a wholly-owned subsidiary of MAIH in which he has a 100% direct equity interest. Hence, TAK also has deemed interest over MSS. Please refer to Note 1 above for TAK's deemed interest in AMH.

LGK, who is a Director of AMH and MBNS, is also a director of MGNS. He does not have any equity interest in the shares of MGB Group. Please refer to Note 1 above for LGK's interests in AMH.

SC, who is a Director of AMH, is also a director of MGB and MSS. He does not have any equity interest in AMH Group and MGB Group.

MM, who is a Director of AMH, is also a major shareholder of MGB with a deemed interest over 116,979,947 MGB Shares representing 30% equity interest in MGB in which Harapan Kota Sdn Bhd ("**HKSB**") has an interest, by virtue of her 50% direct equity interest in HKSB, the holding company of Tujuan Bidari Sdn Bhd ("**TBSB**"), which in turn holds shares in Tujuan Wira Suria Sdn Bhd ("**TWSSB**"). TBSB holds such MGB Shares through TWSSB, under a discretionary trust for Bumiputera objects. As such, MM does not have any economic interest in such MGB Shares as such interest is held subject to the terms of such discretionary trust. She does not have any equity interest in AMH Group.

4. AHSB Group

FetchTV is a wholly-owned subsidiary of Media Innovations Holdings Pty Ltd ("**MIHPL**"), a 83.84%-owned indirect subsidiary of AOL which in turn is wholly-owned by AHSB via Astro All Asia Networks Limited. CTE and its subsidiary, CMCL are associate companies of AOL.

Khazanah is a Major Shareholder with a deemed interest over 1,077,735,927 AMH Shares representing 20.67% equity interest in AMH through its wholly-owned subsidiary, PCBV. PCBV and Khazanah are also major shareholders of AHSB by virtue of PCBV's 29.34% direct equity interest in AHSB.

Each of UTSB, PSIL, Excorp and PanOcean is a major shareholder of AHSB, with a deemed interest over 479,619,973 ordinary shares ("**AHSB Shares**") representing 34.01% equity interest in AHSB held through the wholly-owned subsidiaries of UTSB, namely, UTES and AAME. Please refer to Note 1 above for the interests of AAME, UTES, UTSB, PSIL, Excorp, and PanOcean in AMH.

TAK who is a Major Shareholder, is also a major shareholder of AHSB with a deemed interest over 819,082,908 AHSB Shares representing 58.08% equity interest in AHSB. Please refer to Note 1 above for TAK's deemed interest in AMH.

DHB, who is a former Director of MBNS, is also a former director of AHSB and AOL within the preceding 6 months from the LPD. DHB is deemed to have an interest over 177,446,535 AHSB Shares representing 12.58% equity interest in AHSB in which HTSB has an interest, by virtue of his 25% direct equity interest in HTSB. HTSB's deemed interest in such AHSB Shares arises through the HTSB Subsidiaries. The HTSB Subsidiaries hold such AHSB Shares under discretionary trusts for Bumiputera objects. As such, he does not have any economic interests over such AHSB Shares as such interest is held subject to the terms of such discretionary trusts. Please refer to Note 2 above for DHB's interest in AMH.

LGK, who is a Director of AMH and MBNS, is also a director of AHSB and AOL. He does not have any equity interest in AHSB Group. Please refer to Note 1 above for LGK's interests in AMH.

SC, who is a Director of AMH, is also a director of MIHPL and FetchTV. SC is deemed to have an interest over 13.83% equity interest in MIPL in which Media Capital Pty Ltd has an interest, by virtue of him and his spouse controlling 100% equity interest in Media Capital Pty Ltd. He does not have any equity interest in AMH Group.

MM, who is a Director of AMH, is also a director of AHSB. She does not have any equity interest in AMH Group and AHSB Group.

NRK, who is a Director of AMH, is also a director of AHSB. He does not have any equity interest in AMH Group and AHSB Group.

HT, who is the GCEO of AMH and a Director of several subsidiaries of AMH, is also a director of MIHPL and FetchTV Pty Ltd, which are the holding companies of FetchTV. He has a direct equity interest over 1,863,500 AMH Shares representing 0.036% equity interest in AMH. He does not have any equity interest in AHSB Group.

5. Sun TV Group

Sun TV is regarded as a Person Connected to AOL through a joint venture arrangement between a wholly-owned subsidiary of AOL and Sun TV. AOL is in turn a wholly-owned subsidiary of AHSB.

Each of PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK is a Major Shareholder, is also a major shareholder of AHSB. Please refer to Notes 1 and 4 above for the interests of PCBV, Khazanah, AAME, UTES, UTSB, PSIL, Excorp, PanOcean and TAK in AMH. They do not have any equity interest in Sun TV.

DHB, who is a former Director of MBNS, is also a former director of AHSB and AOL within the preceding 6 months from the LPD. He does not have any equity interest in Sun TV Group. Please refer to Notes 2 and 4 above for DHB's interests in AMH.

LGK, who is a Director of AMH and MBNS, is also a director of AHSB and AOL. He does not have any equity interest in AHSB Group and Sun TV Group. Please refer to Note 1 above for LGK's interest in AMH.

MM, who is a Director of AMH, is also a director of AHSB. She does not have any equity interest in AMH Group, AHSB Group and Sun TV Group.

NRK, who is a Director of AMH, is also a director of AHSB. He does not have any equity interest in AMH Group, AHSB Group and Sun TV Group.

Additional Disclosures

Material Contracts involving the interests of Directors and Major Shareholders

The particulars of material contracts entered into by the Group involving Directors' and Major Shareholders' interests which are either still subsisting as at 31 January 2020 or if not then subsisting, entered into since the end of FY19 are as follows[1]:

	Parties		General Nature	Consideration passing to or from the AMH Group	Date of Agreement/ Effective Date	Mode of Satisfaction of Consideration	Relationship
	AMH Group	Transacting Party					
1.	MBNS	MSS	Supply of capacity on 12 transponders on the MEASAT-3 satellite	Fee payable by MBNS to MSS	18 June 2007 Letter of Variation: 30 April 2009 Letter of Agreement: 21 May 2013 Letter of Agreement: 27 October 2017	Cash	Refer to Note 1 on page 299
2.	MBNS	MSS	Supply of capacity on six transponders on the MEASAT-3a satellite	Fee payable by MBNS to MSS	18 May 2009 Letter of Agreement: 21 May 2013	Cash	Refer to Note 1 on page 299
3.	MBNS	MEASAT International (South Asia) Ltd ("MISAL")	Supply of capacity on 18 transponders on the MEASAT-3b satellite	Fee payable by MBNS to MISAL	11 May 2012 Letter of Amendment: 9 April 2014 Direct Agreement: 15 May 2014 Letter of Amendment: 6 July 2015 Letters of Agreement: 18 April 2019	Cash	Refer to Note 1 on page 299
4.	MBNS	MISAL	Supply of capacity on six transponders on the MEASAT-3b satellite	Fee payable by MBNS to MISAL	12 April 2018 Letter of Termination: 18 April 2019	Cash	Refer to Note 1 on page 299
5.	MBNS	MEASAT Communication Systems Sdn Bhd ("MCSSB")	Supply of capacity on 12 transponders on the MEASAT-3d satellite	Fee payable by MBNS to MCSSB	18 April 2019 Letter of Amendment: 19 September 2019	Cash	Refer to Note 1 on page 299

[1] *Please note that transactions of a recurrent nature entered into by the AMH Group between 1 February 2019 and 31 January 2020 involving the interests of our Directors or Major Shareholders have been disclosed on pages 288 to 297 of this IAR2020.*

NOTE (as at 1 June 2020):

1. MGB Group

MSS, MISAL and MCSSB are wholly-owned subsidiaries of MGB. MBNS is a wholly-owned subsidiary of AMH.

TAK, who is a Major Shareholder is also a major shareholder of MGB. Please refer to Notes 1 and 3 on pages 294 and 296 for TAK's interests in AMH and MGB Group.

LGK, who is a Director of AMH and MBNS, is also a director of MEASAT Global Network Systems Sdn Bhd (the holding company of MGB). Please refer to Note 1 and 3 on pages 294 and 296 for LGK's interests in AMH and MGB Group.

SC, who is a Director of AMH, is also a director of MGB, MSS and MCSSB. He does not have any equity interest in the shares of AMH and MGB Group.

MM, who is a Director of AMH, is also a major shareholder of MGB. Please refer to Note 3 on page 296 for MM's interests in AMH and MGB Group.

Management Share Scheme 2012

In accordance with Appendix 9C Part A Section 27(a) of the MMLR, the total number of shares granted, vested and outstanding pursuant to our Company's Share Scheme since its commencement until FY20 are as follows:

Total number of AMH Shares granted	:	48,674,800
Total number of AMH Shares vested	:	17,206,700
Total number of AMH Shares outstanding	:	Nil

Detailed information on the Share Scheme of our Company is set out in Note 7(a) of the audited financial statements for FY20 on pages 210 to 214 of this IAR2020.

Shares granted to Directors and GCEO of our Company

a) NEDs of our Company do not participate in our Share Scheme.

b) Share awards in respect 10,017,800 AMH Shares have been granted to a former Executive Director (who resigned on 31 January 2019) and our GCEO, of which 4,361,500 have vested and none are outstanding.

c) The actual percentage of AMH Shares granted to them and other SLT members under the Share Scheme since the commencement of the Share Scheme and during FY20 are 38% and Nil, respectively.

d) There is no maximum allocation applicable to our Directors and SLT. However, Section 4.1 of the By-Laws governing the Share Scheme stipulates that not more than 10% of the shares available under the Share Scheme shall be allocated to any individual eligible employee who, either singly or collectively with his persons connected, holds 20% or more of the issued and paid-up share capital of the Company.

Glossary

AAAN	Astro All Asia Networks Limited
AABC	All Asia Broadcast Centre, Bukit Jalil
AAME	All Asia Media Equities Limited
AAPG	Audit and Assurance Practice Guide
AARB	All Asia Radio Broadcast N. V.
ACBC	Astro Cyberjaya Broadcast Centre, Cyberjaya
Act	Companies Act 2016
Adex	Advertising revenue. Generally used to refer to the total advertising revenue in the market as a whole
ADSB	Astro Digital Sdn Bhd
AD5SB	Astro Digital 5 Sdn Bhd
AESB	Astro Entertainment Sdn Bhd
AGM	Annual General Meeting
AGS	Astro Group Services Sdn Bhd
AHSB	Astro Holdings Sdn Bhd
AI	Artificial Intelligence
AMH Shares	Astro Malaysia Holdings Berhad's ordinary shares
AOL	ASTRO Overseas Limited
App	Applications, used in reference to digital applications on PCs and smart devices
Astro Productions/ APSB	Astro Productions Sdn Bhd
APSSB	Astro Production Services Sdn Bhd
ARC	Audit and Risk Committee
ARPU	Average Revenue Per User. ARPU is the monthly average revenue per residential Pay-TV subscriber (excluding NJOI, our non-subscription satellite TV subscribers). ARPU is calculated by dividing the monthly average revenue derived from active Pay-TV residential subscribers over the financial year/period with the monthly average number of active Pay-TV residential subscribers during the financial year/period
ARV	Astro Retail Ventures Sdn Bhd
ASEAN	Association of Southeast Asian Nations
Astro/AMH/ Company	Astro Malaysia Holdings Berhad
Astro Arena/ AASB	Astro Arena Sdn Bhd
Astro Awani/ AANSB	Astro Awani Network Sdn Bhd
Astro GS Shop/ Go Shop	Astro GS Shop Sdn Bhd
Astro Radio/ ARSB	Astro Radio Sdn Bhd
Astro Shaw/ ASSB	Astro Shaw Sdn Bhd
ASM	Astro Sports Marketing Sdn Bhd
ASO	Analogue switch off
ASV	Asia Sports Ventures Pte Ltd
b	Billion(s)
BCP	Business Continuity Plan
BEE	Board Effectiveness Evaluation
BGSM	Binariang GSM Sdn Bhd
BGSM Equity	BGSM Equity Holdings Sdn Bhd
BGSM Management	BGSM Management Sdn Bhd
Board	Board of Directors of AMH
Boardroom	Boardroom Share Registrars Sdn Bhd
BSCC	Bangsar South Contact Centre
Bursa Malaysia/ Bursa Securities	Bursa Malaysia Securities Berhad
B2C	Business-to-consumer
CA	Corporate Assurance
Capex	Capital expenditure
Capitals	Capitals as referred to in the International Integrated Reporting Council are stocks of value on which an organisation's business model depends as inputs, and which are increased, decreased or transformed through its business activities as outputs
CCIRS	Cross-currency interest rate swap
CEO	Chief Executive Officer
CG	Corporate governance
CMCL	Celestial Movie Channel Limited
COBE	Code of Business Ethics
Company Scorecard	KPIs underpinning Senior Leadership Team's performance evaluation
Connected STB	Internet-ready set-top boxes with access to Astro's On Demand library of content
COSO	Committee of Sponsoring Organisation

CTE	Celestial Tiger Entertainment Limited
DHB	Dato' Haji Badri bin Haji Masri
Digidex	Digital adex
DTH	Direct-to-Home
DTH satellite	A satellite capable of transmitting services directly to the reception equipment at the end-user's premises. Such satellites are commonly located in geostationary orbit and use frequencies in the Ku-band at high power, permitting direct reception using small, fixed satellite dishes
DTAM	Dynamic Television Audience Measurement
DYC	Datuk Yvonne Chia (Yau Ah Lan @ Fara Yvonne)
EABNS	East Asia Broadcast Network Systems N. V.
EABSH	East Asia Broadcast Systems Holdings N. V..
EBIT	Earnings before interest and taxation
EBITDA	Earnings before interest, taxation, depreciation and amortisation (but excluding amortisation of film library and programme rights which are expensed as part of cost of sales) and share of post-tax results from investments accounted for using the equity method
ECL	Expected credit losses
e-COD	Electronic cash on delivery
E-commerce	Electronic commerce is a term describing a business or commercial transaction involving the transfer of information across the Internet
e-voting	Poll by way of electronic voting
EES	Economic, Environmental and Social
eGG Network	Astro's eSport channel – every Good Game
EMEA	Europe, Middle East and Africa
EPF	Employees Provident Fund
EPS	Earnings per share
eSports	A multiplayer video game played competitively for spectators, typically by professional gamers
ESS	Employee separation scheme
Excorp	Excorp Holdings N. V.
FBMKLCI	FTSE Bursa Malaysia Kuala Lumpur Composite Index
FCF	Free cash flow
FetchTV	FetchTV Content Pty Ltd
FIFA	Fédération Internationale de Football Association/International Federation of Association Football
FM	Frequency modulation, commonly refers to the delivery of music and speech via terrestrial radio broadcast
FTA	Free-to-air
FTSE4Good Bursa Malaysia Index	Designed to highlight companies that demonstrate a leading approach to addressing environmental, social and governance (ESG) risks. It comprises eligible companies from the universe of the Top 200 companies in the FTSE Bursa Malaysia EMAS Index
FVOCI	Fair value through other comprehensive income
FVTPL	Fair value through profit or loss
FY16	Financial year ended 31st January 2016
FY17	Financial year ended 31st January 2017
FY18	Financial year ended 31st January 2018
FY19	Financial year ended 31st January 2019
FY20	Financial year ended 31st January 2020
FY21	Financial year ended 31st January 2021
GBO	Gross box office
GBS	Global Broadcast Systems N. V.
GCEO	Group Chief Executive Officer
GCFO	Group Chief Financial Officer
GCOO	Group Chief Operating Officer
GDP	Gross domestic product
GHG	Greenhouse gas
GMK	Grup Majalah Karangkraf Sdn Bhd
Go Shop Singapore	Astro GS Shop Singapore Pte Ltd
GRI	Global Reporting Initiative
GRM	Group Risk Management
GRMF	Group Risk Management Framework
GRMP	Group Risk Management Policy
Group	Astro Malaysia Holdings Berhad and its subsidiaries
GRS	Global Radio Systems N. V.
GSHS	GS Home Shopping Inc
HD	High-definition, commonly refers to TV or video at a resolution of either 720p, 1080i or 1080p

Glossary

HKD	Hong Kong Dollar
HKSB	Harapan Kota Sdn Bhd
HNSB	Harapan Nusantra Sdn Bhd
HT	Henry Tan Poh Hock
HTSB	Harapan Terus Sdn Bhd
HVH	Home View Holdings N. V.
HVL	Home View Limited N. V.
IAR2020	Integrated Annual Report 2020
IFRS	International Financial Reporting Standards
IIRC	International Integrated Reporting Council
INED	Independent Non-Executive Director
IP	Intellectual property
IPO	Initial public offering of up to 1,518,300,000 ordinary shares in AMH, comprising a public issue and offer for sale
IPTV	Internet Protocol Television, generally referring to multichannel digital TV distributed over a managed IP network with a managed quality of service and dedicated bandwidth
IR	Investor Relations
IRS	Interest Rate Swaps
ISMS	Information Security Management System
ISO	The International Organization for Standardization, a non-governmental organization that is the world's largest developer of voluntary international standards and facilitates world trade by providing common standards between nations
ISP	Internet service provider
IT	Information technology
IVP	Infinite Video Platform
IVR	Interactive Voice Response
JV	Joint venture
k	Thousand(s)
KASB	Karya Anggun Sdn Bhd
KBS	Kementerian Belia dan Sukan Malaysia
KCC	Key Control Checklists
KPDNHEP	Kementerian Perdagangan Dalam Negeri dan Hal Ehwal Pengguna
Khazanah/KNB	Khazanah Nasional Berhad
KKMM	Kementerian Komunikasi dan Multimedia Malaysia
KPI	Key performance indicator
KPM	Kementerian Pendidikan Malaysia
KSM	Kementerian Sumber Manusia Malaysia
kWh	kilowatt-hour
LGK	Lim Ghee Keong
LOA	Limits of authority
LPD	Latest Practicable Date
LR/Listing Requirements	Main Market Listing Requirements of the Bursa Securities
m	Million(s)
m^3	Cubic meter
MAI	MAI Sdn Berhad
Major Shareholder	A person who has an interest or interests in one or more voting shares in our Company and the number or aggregate number of those shares is: (i) 10% or more of the voting share in our Company; or (ii) 5% or more of the total number of voting shares in our Company where such person is the largest shareholder of our Company
MAU	Monthly active users
Maxis	Maxis Berhad
Maxis Broadband	Maxis Broadband Sdn Bhd
MBNS	MEASAT Broadcast Network Systems Sdn Bhd
Mbps	Megabits per second
MCCG	Malaysian Code on Corporate Governance 2017
MCMC	Kementerian Komunikasi dan Multimedia Malaysia
MCSSB	MEASAT Communication Systems Sdn Bhd
MDEC	Malaysia Digital Economic Corporation
MDIG	MEASAT Digicast Sdn Bhd
MFRS	Malaysian Financial Reporting Standards
MGB	MEASAT Global Berhad
MGNS	MEASAT Global Network Systems Sdn Bhd
MGR	Maestra Global Radio N. V.
MGTC	Malaysian Green Technology and Climate Change Centre (previously known as GreenTech Malaysia)
MIB	Maestra International Broadcast N. V.
MIPL	Media Innovations Pte Ltd

MIRA	Malaysian Invester Relations Association
MISAL	MEASAT International (South Asia) Ltd
MM	Mazita binti Mokty
MMLR	Bursa Malaysia Securities Berhad's Main Market Listing Requirements
MRC	MEASAT Radio Communications Sdn Bhd
MSS	MEASAT Satellite Systems Sdn Bhd
MSSB	Mujur Sanjung Sdn Bhd
MSWG	Minority Shareholder Watchdog Group
MTAM	Maestro Talent and Management Sdn Bhd
MTBC	MEASAT Broadcast Centre, Cyberjaya
MTN	Medium Term Note
MUSB	Metro Ujud Sdn Bhd
MUV	Monthly unique visitors
MyAstro	Astro's TV companion app
NCGC	Nomination and Corporate Governance Committee
NED	Non-Executive Director
NFCP	National Fiberisation and Connectivity Plan
NHH	Nurhisham bin Hussein
NISB	Nu Ideaktiv Sdn Bhd
NINED	Non-Independent Non-Executive Director
NIOSH	National Institute of Occupational Safety and Health
NJOI	Astro's subscription-free DTH satellite TV service
NRK	Nik Rizal Kamil bin Nik Ibrahim Kamil
OCI	Other comprehensive income
On Demand	A personalised TV viewing service allowing users access to a library of movies, complete box sets of TV series and a selection of aired programmes based on subscribed packages or on a Pay-Per-View basis
OSH	Occupational Safety and Health
OSL	Orient Systems Limited N. V.
OTT	Over-the-top, refers to the ability to deliver a service to an end user over a third party's network or the open internet, usually in reference to video services
PanOcean	PanOcean Management Limited
PAT	Profit after taxation
PATAMI	Profit after taxation and minority interests
PBS	Pacific Broadcast Systems N. V.
PBT	Profit before taxation
PCBV	Pantai Cahaya Bulan Ventures Sdn Bhd
PDPA	Personal Data Protection Act 2010
Person(s) Connected	This shall have the same meaning as in Paragraph 1.01, Chapter 1 of the MMLR
PEW	Perfect Excellence Waves Sdn Bhd
PGSB	Prisma Gergasi Sdn Bhd
PSIL	Pacific States Investment Limited
PSU	Performance Share Units
PwC	PricewaterhouseCoopers PLT, Astro's external auditors
RA	Revenue Assurance
Radex	Radio advertising expenditure. Generally used to refer to the total advertising expenditure in the radio market as a whole
RC	Remuneration Committee
RCV	Renzo Christopher Viegas
RJF	Richard John Freudenstein
RLSB	Radio Lebuhraya Sdn Bhd
RM	Ringgit Malaysia
RPA	Robotic Process Automation
RPS	Redeemable Preference Shares
RPT	Related Party Transaction
RRPT	Recurrent Related Party Transaction
RSU	Restricted Share Units
SBTC	Strategy and Business Transformation Committee
SC	Simon Cathcart
Schools in Hospitals	A specialised and structured learning centre in selected hospitals, focused on the readiness and capabilities of students undergoing medical care
SD	Standard definition, commonly refers to TV or video at a resolution of 625 interlaced lines of resolution, derived from the European-developed Phase Alternating Line ("PAL") and Sequential Colour with Memory systems and 525 interlaced lines based on the American National Television System Committee system. PAL 625 lines has been adopted as the SD standard in Malaysia

Glossary

SDGs	Sustainable Development Goals by the United Nations
SFCL	Synthetic Foreign Currency Loan facility
SFJ	Shahin Farouque bin Jammal Ahmad
Share Scheme	Management Share Scheme established in 2012
SHNV	Southpac Holdings N. V.
SIL	Southpac Investments Limited N. V.
SME	Small and medium-sized enterprise
SMS	Short messaging service; a service whereby mobile telephone users may send and receive text messages
SORMIC	Statement on Risk Management and Internal Control
STB	Set-top box
Sun TV	Sun TV Network Limited
TAK	Ananda Krishnan Tatparanandam
TAZ	Tunku Alizakri bin Raja Muhammad Alias
Tanjong plc	Tanjong Public Limited Company
Tayangan Unggul/TUSB	Tayangan Unggul Sdn Bhd
TBSB	Tujuan Bidari Sdn Bhd
tCO_2e	Tonnes of carbon dioxide equivalent, a unit to measure GHG emissions relative to one unit of CO_2
TCSB	Tanjong Capital Sdn Bhd
TGV	TGV Cinemas Sdn Bhd
TIME	Time dotCom Berhad
Total Borrowings	Term loans and finance leases, excluding vendor financing
Transponder(s)	A device mounted on a satellite that receives, converts and retransmits radio frequency signals
Tucson	Tucson N. V.
TV	Television
TV Households	Households with at least one TV set
TWSSB	Tujuan Wira Suria Sdn Bhd
TZ	Tun Dato' Seri Zaki bin Tun Azmi
UCSB	Ujud Cergas Sdn Bhd
UHD	Ultra High Definition; refers to the display resolution of 3,840 x 2,160
UI	User interface
UMSB	Ujud Murni Sdn Bhd
UN	United Nations
UPSR	Ujian Penilaian Sekolah Rendah, Malaysia's primary school national exam
USD	United States Dollar
UTES	Usaha Tegas Entertainment Systems Sdn Bhd
UTP	UT Projects Sdn Bhd
UTSB	Usaha Tegas Sdn Bhd
UTSBM	UTSB Management Sdn Bhd
UX	User experience
VD	Vernon Das
VIU	Value in use
WAB	Wisma Ali Bawal, Petaling Jaya
Yayasan	Yayasan Astro Kasih
24/7	24 hours a day, seven days a week
4K	Refers to a horizontal display resolution of approximately 4,000 pixels
4K UHD	Refers to a horizontal display resolution of approximately 4,000 pixels in Ultra High Definition with display resolution of 3,840 x 2,160
5G	Fifth generation wireless technology for digital cellular networks

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Eighth Annual General Meeting of ASTRO MALAYSIA HOLDINGS BERHAD ("the Company") will be conducted on a fully virtual basis on Wednesday, 29 July 2020 at 2.00 p.m. from the broadcast venue at Studio 1, Ground Floor, All Asia Broadcast Centre, Technology Park Malaysia, Lebuhraya Puchong-Sungai Besi, Bukit Jalil 57000 Kuala Lumpur for the following purposes:

AS ORDINARY BUSINESS

(1) To consider the audited financial statements of the Company for the financial year ended 31 January 2020 and the Reports of the Directors and Auditors thereon.
(Please refer to Explanatory Note 1)

(2) To re-elect the following Directors who retire by rotation pursuant to Rule 126 of the Company's Constitution and who being eligible, have offered themselves for re-election:
(i) Datuk Yvonne Chia (Yau Ah Lan @ Fara Yvonne) **Resolution 1**
(ii) Renzo Christopher Viegas **Resolution 2**
(Please refer to Explanatory Note 2)

(3) To re-elect Nik Rizal Kamil bin Nik Ibrahim Kamil who retires pursuant to Rule 115 of the Company's Constitution and being eligible, has offered himself for re-election. **Resolution 3**
(Please refer to Explanatory Note 2)

(4) To approve the payment of Directors' fees and benefits for the period from 30 July 2020 until the next Annual General Meeting of the Company to be held in 2021. **Resolution 4**
(Please refer to Explanatory Note 3)

(5) To re-appoint Messrs PricewaterhouseCoopers PLT as Auditors of the Company to hold office until the conclusion of the next Annual General Meeting and to authorise the Directors of the Company to fix their remuneration. **Resolution 5**
(Please refer to Explanatory Note 4)

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following Ordinary Resolutions, with or without modifications:

(6) Authority for Directors of the Company to Issue Ordinary Shares pursuant to Sections 75 and 76 of the Companies Act 2016 **Resolution 6**

"THAT, the Directors of the Company be and are hereby empowered, pursuant to Sections 75 and 76 of the Companies Act 2016 ("Act"), to issue and allot shares in the Company, at any time, to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit including in pursuance of offers, agreements or options to be made or granted by the Directors while this approval is in force and that the Directors be and are hereby further authorised to make or grant offers, agreements or options in respect of shares in the Company including those which would or might require shares in the Company to be issued after the expiration of the approval hereof, provided that the aggregate number of shares to be issued pursuant to this approval does not exceed ten (10) percent of the total number of issued shares of the Company for the time being and that the Directors be and are also empowered to obtain approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad ("Bursa Securities");

AND THAT such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company, subject always to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and the approvals of all relevant regulatory bodies being obtained (if required)."
(Please refer to Explanatory Note 5)

Notice of Annual General Meeting

(7) Renewal of Authority for the Directors of the Company to Issue Ordinary Shares in relation to the Dividend Reinvestment Plan **Resolution 7**

"THAT pursuant to the Dividend Reinvestment Plan ("DRP") approved by the shareholders of the Company at the Annual General Meeting held on 27 June 2019, approval be and is hereby given to the Company to allot and issue such number of ordinary shares in the Company ("Shares") from time to time as may be required to be allotted and issued pursuant to the DRP until the conclusion of the next Annual General Meeting of the Company, upon such terms and conditions and to such persons as the Directors of the Company may, in their absolute discretion, deem fit and in the best interest of the Company PROVIDED THAT the issue price of the Shares shall be determined and fixed by the Directors at not more than ten (10) percent discount to the adjusted five (5)-day weighted average market price ("WAMP") of the Shares immediately prior to the price-fixing date, of which the WAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price;

AND THAT the Directors and the Secretary of the Company be and are hereby authorised to do all such acts and enter into, execute, sign and deliver, all such documents, agreements, transactions and arrangements as may be necessary or expedient in order to give full effect to the DRP with full power to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed or agreed to by any relevant authorities or consequent upon the implementation of the said conditions, modifications, variations and/or amendments, as they, in their absolute discretion, deem fit and in the best interest of the Company."
(Please refer to Explanatory Note 6)

(8) Proposed Establishment of a Long Term Incentive Plan **Resolution 8**

"THAT, subject to the approvals being obtained from all relevant regulatory authorities, including but not limited to Bursa Malaysia Securities Berhad ("Bursa Securities") for the listing and quotation of new ordinary shares in the Company ("Shares") to be issued pursuant to the proposed establishment of a long term incentive plan for eligible employees of the Company and its subsidiaries (excluding dormant subsidiaries) ("Proposed Share Scheme") on the Main Market of Bursa Securities, approval be and is hereby given to the Directors of the Company to:

(a) establish, implement and administer the Proposed Share Scheme for the benefit of the eligible employees (including any executive director and/or chief executive officer) of the Company and its subsidiaries (excluding subsidiaries which are dormant), who fulfil the criteria of eligibility for participation in the Proposed Share Scheme in accordance with the by-laws governing the Proposed Share Scheme set out in Appendix I of the Circular to Shareholders dated 30 June 2020 ("By-Laws");

(b) offer, issue, allot and/or procure the transfer of such number of Shares (as may be adjusted or modified from time to time pursuant to the By-Laws) from time to time as may be required for the purpose of or in connection with the Proposed Share Scheme,

(i) provided that the maximum number of Shares that may be issued and/or transferred under the Proposed Share Scheme shall not, when aggregated with the total number of new Shares issued under the Company's existing Management Share Scheme 2012, exceed ten (10) percent of the total number of issued Shares (excluding treasury shares, if any) at any point in time throughout the duration of the Proposed Share Scheme; and

(ii) that the new Shares shall, upon issuance and allotment, rank equally in all respects with the existing issued Shares, save and except that they shall not be entitled to any dividends, rights, allotments, entitlements and/or any other distributions: (aa) attached to the Shares prior to the date on which the Shares are credited into the respective central depository system accounts ("CDS Accounts") of the eligible employees who have duly accepted an offer pursuant to the By-Laws ("Scheme Participants"); and/or (bb) that may be declared, made or paid to the shareholders of the Company, for which the book closure date is prior to the date on which the Shares are credited into the CDS Accounts of the Scheme Participants;

and such Shares will be subject to all the provisions of the Constitution of the Company as amended from time to time relating to voting, dividends, entitlements, liquidation, and their allotment, issuance, transfers, transmission or otherwise;

(c) do all such acts and things, and to execute all such documents and to enter into all such transactions, arrangements, agreements, deeds or undertakings and to make such rules or regulations, or impose such terms and conditions or delegate part of its power as the Directors of the Company may deem fit and expedient in the best interest of the Company in order to give full effect to the Proposed Share Scheme and the terms of the By-Laws, including making the necessary applications at the appropriate time or times to Bursa Securities for permission to deal in and for the listing and quotation of new Shares which may from time to time be issued and allotted pursuant to the Proposed Share Scheme or for any other approval as may be required to give full effect to the Proposed Share Scheme and the terms of the By-laws; and

(d) add, delete, modify and/or amend the terms of the By-Laws from time to time as may be required, permitted or deemed necessary by the relevant authorities, Remuneration Committee or any other committee established by the Board of Directors of the Company to implement and administer the Proposed Share Scheme, provided that such modifications and/or amendments are effected in accordance with the provisions of the By-Laws relating to amendments, variations and/or modifications;

THAT the Directors of the Company be and are hereby authorised to give effect to the Proposed Share Scheme with full power to consent to and adopt any conditions, variations, modifications and/or amendments as may be required by any relevant authorities and to deal with all matters relating thereto, and to take such steps and to do all acts and things and execute all such documents in any manner as they deem necessary or expedient and/or appropriate in order to implement, finalise and give full effect to the Proposed Share Scheme;

AND THAT the By-Laws be and is hereby approved and adopted."
(Please refer to Explanatory Note 7)

(9) Proposed Offer, Issuance, Allotment and/or Transfer of Ordinary Shares in the Company to the Group Chief Executive Officer of the Company pursuant to the Proposed Long Term Incentive Plan **Resolution 9**

"THAT, subject to the passing of Resolution 8 and the approvals being obtained from all the relevant authorities for the proposed establishment of a long term incentive plan for eligible employees of the Company and its subsidiaries (excluding dormant subsidiaries) ("Proposed Share Scheme"), the Directors of the Company be and are hereby authorised at any time and from time to time throughout the duration of the Proposed Share Scheme:

(a) to offer, issue, allot and/or procure the transfer to Henry Tan Poh Hock ("Henry Tan"), the Group Chief Executive Officer of the Company ("GCEO"), such number of ordinary shares in the Company ("Shares") equivalent to an amount of up to RM9.72 million based on the five (5)-day weighted average market price of the Shares immediately preceding the date of such letter containing an offer to Henry Tan or such other basis as the relevant authorities may permit, in accordance with the by-laws governing the Proposed Share Scheme, the Employment Agreement between the Company and Henry Tan dated 1 February 2019 and any amendments thereto, and subject always to meeting the performance targets set by the Remuneration Committee or any other scheme committee to be established by the Board of Directors of the Company to implement and administer the Proposed Share Scheme; and

(b) to take all such actions that may be necessary and/or desirable to implement, finalise or to give effect to this resolution and to execute, sign and deliver on behalf of the Company, all such documents as they may deem necessary, expedient and/or appropriate, with full powers to assent to any conditions, modifications, variations and/or amendments thereto as the Directors of the Company may deem fit and expedient in the best interest of the Company."
(Please refer to Explanatory Note 8)

Notice of Annual General Meeting

(10) Proposed Shareholders' Mandate for the Company and/or its subsidiaries to enter into Recurrent Related Party Transactions of a Revenue or Trading Nature with the following related parties:

Usaha Tegas Sdn Bhd and/or its affiliates	**Resolution 10**
Maxis Berhad and/or its affiliates	**Resolution 11**
MEASAT Global Berhad and/or its affiliates	**Resolution 12**
Astro Holdings Sdn Bhd and/or its affiliates	**Resolution 13**
Sun TV Network Limited and/or its affiliates	**Resolution 14**
GS Home Shopping Inc. and/or its affiliates	**Resolution 15**
SRG Asia Pacific Sdn Bhd and/or its affiliates	**Resolution 16**
Ultimate Capital Sdn Bhd, Ultimate Technologies Sdn Bhd, Kotamar Holdings Sdn Bhd and/or Dato' Hussamuddin bin Haji Yaacub and/or their respective affiliates	**Resolution 17**

"THAT approval be and is hereby given pursuant to Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad for the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with each of the abovementioned parties, respectively pursuant to Resolutions 10 to 17, the details of which are set out in Part B of the Company's Circular to Shareholders dated 30 June 2020 ("Proposed RRPT Mandate");

PROVIDED THAT such transactions are necessary for the day-to-day operations of the Company and/or its subsidiaries, and are carried out in the ordinary course of business on normal commercial terms and on terms which are not more favourable to the parties with which such recurrent transactions are to be entered into than those generally available to the public and which are not detrimental to the minority shareholders of the Company;

AND THAT the Proposed RRPT Mandate shall continue to be in force until:

(a) the conclusion of the next Annual General Meeting of the Company at which time the authority will lapse, unless such authority is renewed by a resolution passed at such general meeting;

(b) the expiration of the period within which such Annual General Meeting is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(c) the resolution is revoked or varied by a resolution passed by the shareholders in a general meeting,

whichever is the earliest;

AND THAT the Directors of the Company be authorised to take such steps and to do all acts and things and execute all such documents as they may consider necessary or expedient to give effect to the Proposed RRPT Mandate."
(Please refer to Explanatory Note 9)

BY ORDER OF THE BOARD

LIEW WEI YEE SHARON
Company Secretary (LS0007908)
Practising Certificate No. 201908003488

30 June 2020
Kuala Lumpur

EXPLANATORY NOTES:

(1) Audited Financial Statements and the Reports of the Directors and Auditors thereon

The audited financial statements are laid at the annual general meeting ("AGM") in accordance with Section 340(1)(a) of the Companies Act 2016 ("Act"). There is no requirement for the shareholders to approve such documents and hence, this agenda item is meant for discussion only and will not be put forward for voting.

(2) Re-election and Re-appointment of Directors

(a) Resolutions 1 and 2 – Rule 126 of the Constitution provides that at each AGM, one-third (1/3) of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3), shall retire from office, provided that all Directors shall retire from office once at least on each three (3) years, but shall be eligible for re-election.

Based on the number of Directors who are subject to retirement by rotation, two (2) out of seven (7) Directors (excluding a Director who is retiring under Rule 115) shall retire at this AGM. Datuk Yvonne Chia ("DYC") and Renzo Christopher Viegas ("RCV") retire by rotation at this AGM and being eligible, have offered themselves for re-election as Directors of the Company.

(b) Resolution 3 – Rule 115 of the Constitution provides that any Director appointed, either to fill a casual vacancy or as an addition to the existing Board of Directors ("Board"), shall hold office only until the conclusion of the next AGM and shall be eligible for re-election. A Director retiring under this Rule shall not be taken into account in determining the Directors or the number of Directors to retire by rotation at such meeting.

Accordingly, Nik Rizal Kamil bin Nik Ibrahim Kamil ("NRK") who was appointed to the Board on 1 September 2019 is standing for re-election at this AGM and being eligible, has offered himself for re-election as a Director of the Company.

Based on the annual Board Effectiveness Evaluation, the Board is of the collective view that the said Directors who are retiring at this AGM have satisfactorily discharged their roles and responsibilities to act in the best interest of the Company. The Board is satisfied that, considering the wealth of expertise and experience which the retiring Directors possess, they will continue to bring sound judgement and contribute to the Board deliberations through active participation in discussions and decision-making. The Board has thereby recommended that DYC, RCV and NRK be re-elected as Directors of the Company.

(3) Directors' Fees and Benefits

Pursuant to Section 230 of the Act, any fees and benefits payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting.

At the Seventh AGM held on 27 June 2019, the fees and benefits to the Non-Executive Directors ("NEDs") for the period commencing 28 June 2019 until the Eighth AGM in July 2020 were approved based on the remuneration rates set out in Explanatory Note 3, Resolution 5 of the Notice of Seventh AGM at an estimated amount of up to RM3.54 million. The utilisation as at 31 January 2020 (approximately seven (7) months) is RM1.74 million. Based on the current Board size and estimated number of additional meetings to be held until the forthcoming AGM, the total utilisation is expected to be approximately 90% of the approved amount.

The Company is seeking its shareholders' approval for the payment of the NEDs' fees and benefits for the period commencing 30 July 2020 until the next AGM to be held in 2021 in accordance with the remuneration rates set out in page 310, payable on a monthly basis and/or as and when incurred.

Notice of Annual General Meeting

The Remuneration Committee ("RC") and Board had reviewed and concluded that the existing remuneration rates remain competitive and appropriate based on the responsibilities of the NEDs, the current market landscape that the Company operates in and within market benchmarks. The Board has therefore proposed to retain the same rates for the past two years, subject to a maximum amount of RM3.54 million. This has taken into consideration the need to appoint an additional director to further reinforce the Board's strengths and capabilities, the frequency of meetings as well as to remunerate the Strategy and Business Transformation Committee which the Board established last year at the same rate as the RC and Nomination and Corporate Governance Committee:

Type of Fees/Benefits	Amount (RM)
Board Chairman	520,000 per annum
Non-Executive Director	280,000 per annum
Audit and Risk Committee • Chairman • Member	 50,000 per annum 25,000 per annum
Remuneration Committee • Chairman • Member	 40,000 per annum 20,000 per annum
Nomination and Corporate Governance Committee • Chairman • Member	 40,000 per annum 20,000 per annum
Strategy and Business Transformation Committee • Chairman • Member	 40,000 per annum 20,000 per annum
Meeting Allowances	1,000 per day
Benefits	Company car, petrol and driver for the Board Chairman

If Resolution 4 is passed, Directors' fees and benefits will be paid by the Company on a monthly basis and/or as and when incurred.

(4) Re-appointment of Auditors

The Board, through the Audit and Risk Committee, had reviewed and was satisfied with the performance and independence of PricewaterhouseCoopers PLT ("PwC") during the financial year ended 31 January 2020. The Board has thereby recommended the re-appointment of PwC as Auditors of the Company to hold office until the conclusion of the next AGM in 2021 in accordance with Section 271 of the Act, under Resolution 5.

(5) Authority for the Directors of the Company to Issue Ordinary Shares

Resolution 6, if passed, will provide the authority and empower the Directors, pursuant to Sections 75 and 76 of Act, to issue and allot ordinary shares in the Company up to ten (10) percent of the total number of issued shares of the Company ("Proposed General Mandate"). This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM in 2021.

Please refer to the Statement Accompanying Notice of AGM for further details of the Proposed General Mandate.

(6) Renewal of Authority for the Directors of the Company to Issue Ordinary Shares in relation to the Dividend Reinvestment Plan

Resolution 7, if passed, will renew the authority granted by the shareholders at the AGM held on 27 June 2019 to continue to empower the Directors to issue and allot ordinary shares in the Company in respect of any dividends to be declared, if any, under the Dividend Reinvestment Plan that provides the shareholders of the Company an option to elect to reinvest their cash dividend entitlements in ordinary shares of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM in 2021.

(7) Proposed Establishment of a Proposed Long Term Incentive Plan

Detailed information regarding the proposed establishment of a long term incentive plan for eligible employees of the Company and its subsidiaries (excluding dormant subsidiaries) ("Proposed Share Scheme") is set out in Part A of the Circular to Shareholders dated 30 June 2020 and the by-laws for the Proposed Share Scheme ("By-Laws") is set out in Appendix I of the said Circular. Resolution 8, if passed, will enable the Company to, amongst others, establish, implement and administer the Proposed Share Scheme for the benefit of the eligible employees (including any executive director and/or chief executive officer) of the Company and its subsidiaries (excluding subsidiaries which are dormant), who fulfil the conditions of eligibility for participation in the Proposed Share Scheme, in accordance with the By-Laws.

(8) Proposed Offer, Issuance, Allotment and/or Transfer of Ordinary Shares in the Company to the Group Chief Executive Officer of the Company pursuant to the Proposed Long Term Incentive Plan

Resolution 9, if passed, will enable the Company to offer to Henry Tan Poh Hock ("Henry Tan"), the Group Chief Executive Officer of the Company ("GCEO"), such number of ordinary shares in the Company ("Shares") equivalent to an amount of up to: (a) RM4.86 million at any time during the financial year ending 31 January 2021; and (b) RM4.86 million at any time during the financial year ending 31 January 2022, based on the five (5)-day weighted average market price of the Shares preceding the date of such letter containing an offer made to the GCEO or such other basis as the relevant authorities may permit ("Proposed Grant") in accordance with the by-laws governing the Proposed Share Scheme and the Employment Agreement between the Company and Henry Tan dated 1 February 2019 and any amendments thereto.

Any subsequent issuance, allotment and/or transfer of Shares to the GCEO pursuant to the Proposed Grant, at any point in time throughout the duration of the Proposed Share Scheme, is subject to, among others, satisfaction of the performance targets set by the Remuneration Committee or any other scheme committee established by the Board of Directors of the Company to implement and administer the Proposed Share Scheme.

(9) Proposed Shareholders' Mandate for Recurrent Related Party Transactions

Detailed information regarding recurrent related party transactions is set out in Part B of the Circular to Shareholders dated 30 June 2020. Resolutions 10 to 17, if passed, will enable the Company and/or subsidiaries to enter into recurrent related party transactions in the ordinary course of business of a revenue or trading nature, which are necessary for the Group's day-to-day operations, based on terms not more favourable to the related parties than those generally available to the public. Such mandate shall lapse at the conclusion of the next AGM in 2021 unless authority for its renewal is obtained from the shareholders at such general meeting.

Notice of Annual General Meeting

Notes on Abstention from Voting

The Directors who are referred to in Resolutions 1 to 3 are interested in the relevant resolutions and will therefore abstain from voting on the said resolutions in respect of his/her direct shareholdings in the Company at the forthcoming AGM. The said Directors will also ensure that persons connected to him/her will also abstain from voting on the relevant resolutions at the forthcoming AGM.

Notes on Voting Rights and Procedures

(1) The Eighth AGM of the Company will be held on a **fully virtual basis via online meeting facilities**. Please refer to the Administrative Guide for the detailed steps on remote participation and electronic voting.

(2) In accordance with Rule 106 of the Constitution, each member of the Company ("Member") shall be entitled to be present and to vote at any general meeting of the Company either personally or by proxy or by attorney and to be reckoned in a quorum in respect of shares fully paid and in respect of partly paid shares where calls are not due and unpaid. Members may exercise their rights to participate (including pose questions via the virtual meeting facilities) in the AGM.

(3) Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions as set out in this Notice of Eighth AGM will be conducted by way of a poll. Every Member present in person or by proxy or by attorney or other duly authorised representative shall have one vote for every share held by him. A person entitled to more than one vote need not use all his votes or cast all the votes he uses on a poll in the same way.

(4) The Company has appointed its share registrar, Boardroom Share Registrars Sdn Bhd ("Boardroom") as poll administrator to conduct the poll by way of electronic voting ("e-voting") and Boardroom Corporate Services Sdn Bhd as independent scrutineers to verify the poll results. E-voting for each of the resolutions as set out in this Notice of Eighth AGM will take place only upon conclusion of deliberations of all business to be transacted at the AGM or in such manner as directed by the Chairman.

Notes on Proxy

(1) In accordance with Rule 106.5 of the Constitution, a Member entitled to attend and vote at a meeting of the Company is entitled to appoint one or more proxies to exercise all or any of his/her rights to attend, participate, speak and vote for him/her subject to the following provisions:

   (i) save as provided for Note (2) below, the Act and any applicable law, each Member shall not be permitted to appoint more than two proxies to attend the same meeting; and
   (ii) where a Member appoints more than one proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy.

(2) For the avoidance of doubt and subject always to Note (1)(ii) above, the Act and any applicable law:

   (i) where a Member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which an exempt authorised nominee may appoint in respect of each omnibus account it holds; and
   (ii) where a Member is an authorised nominee, he/she may appoint at least one proxy in respect of each securities account it holds to which ordinary shares in the Company are credited. Each appointment of proxy by an authorised nominee may be made separately or in one instrument of proxy and should specify the securities account number and the name of the beneficial owner for whom the authorised nominee is acting.

(3) There shall be no restriction as to the qualification of the proxy. Hence, a proxy may but need not be a Member.

(4) The instrument appointing a proxy ("Proxy Form") may be deposited with Boardroom in the following manner:

   (i) by electronic means through the Boardroom Smart Investor Portal at https://boardroomlimited.my by logging in and selecting "E-PROXY LODGEMENT"; or
   (ii) by hand or post to 11th Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, to the extent that it is permissible to do so under any relevant movement control orders issued under the Prevention and Control of Infectious Diseases Act 1988.

   The Proxy Form must be received by Boardroom, no later than Tuesday, 28 July 2020 at 2.00 p.m. The Company reserves the right to reject incomplete forms.

(5) If you choose to deposit the Proxy Form by hand or post, the Proxy Form shall:

   (i) in the case of an individual, be signed by the appointor or by his/her attorney; and
   (ii) in the case of a corporation, be either affixed with its Common Seal or signed by its attorney or an officer on behalf of the corporation.

(6) If the Proxy Form is returned without an indication as to how the proxy shall vote on any particular resolution, the proxy may exercise his discretion as to whether to vote on such matter and if so, how.

(7) A proxy appointed to attend and vote at the meeting shall have the same rights as the Member to attend, participate, speak and vote at the meeting.

(8) The lodging of a completed Proxy Form does not preclude a Member from attending and voting should the Member subsequently decide to do so. Should you subsequently decide to attend the AGM, you are requested to revoke your earlier appointment of proxy by notifying Boardroom in writing, no later than Tuesday, 28 July 2020 at 2.00 p.m

MEMBERS ENTITLED TO ATTEND THE VIRTUAL AGM

For the purpose of determining a Member who is entitled to attend the virtual AGM, the Company will request Bursa Malaysia Depository Sdn Bhd, in accordance with Rule 89.1(b) of the Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue a Record of Depositors ("ROD") as at 22 July 2020. Only a depositor whose name appears on the ROD as at 22 July 2020 shall be entitled to attend the meeting or appoint a proxy(ies) to attend and/or vote on his/her behalf.

Statement Accompanying Notice of Annual General Meeting

Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

RESOLUTION 6

AUTHORITY FOR DIRECTORS OF THE COMPANY TO ISSUE ORDINARY SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

The Company's shareholders had approved a resolution to authorise the Directors to issue ordinary shares in the Company pursuant to Sections 75 and 76 of the Companies Act 2016 ("Act") at the Seventh AGM held on 27 June 2019 ("General Mandate").

The Company has not issued any shares pursuant to the General Mandate which will lapse upon the conclusion of this AGM.

Resolution 6, if passed, will provide the authority to and empower the Directors, pursuant to Sections 75 and 76 of the Act, to issue ordinary shares in the Company up to an aggregate number not exceeding ten (10) percent of the total number of issued shares of the Company for the time being, and to make or grant offers, agreements or option in respect of such shares, from the date of this AGM until the next AGM of the Company for such purposes as the Directors deem necessary. The proposed General Mandate will provide flexibility for any possible fund-raising activities, including but not limited to placement of shares for the purpose of funding future investments, working capital, and/or acquisitions. In any event, the Board of Directors will exercise its authority to issue shares only if it considers it to be in the best interest of the Company.

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Proxy **Form**

Number of shares held	CDS account no.

ASTRO MALAYSIA HOLDINGS BERHAD
(Company No. 201101004392 (932533-V))

*I/We, _____ *NRIC/*Passport/*Company No. _____
(full name of Member in block letters) *(compulsory)*

of _____
(full address of Member in block letters)

and telephone no. _____, being a member of Astro Malaysia Holdings Berhad ("Company"), hereby appoint the following person(s) as my/our proxy:

	Full name of proxy in block letters	Handphone no. and email address	*NRIC/*Passport no.	No. of shares to be represented	Percentage
Proxy 1					
Proxy 2					
			Total:		**100%**

or failing *him/*her, THE CHAIRMAN OF THE MEETING as *my/*our proxy/*proxies to vote for *me/*us on *my/*our behalf at the **Eighth Annual General Meeting of the Company to be conducted on a fully virtual basis on Wednesday, 29 July 2020 at 2.00 p.m. from the broadcast venue at Studio 1, Ground Floor, All Asia Broadcast Centre, Technology Park Malaysia, Lebuhraya Puchong-Sungai Besi, Bukit Jalil 57000 Kuala Lumpur** and at any adjournment thereof.

*I/*We indicate with an "x" in the spaces below how *I/*we wish *my/*our vote to be cast:

No.	Ordinary Resolutions	For	Against	Abstain
1	Re-election of Datuk Yvonne Chia (Yau Ah Lan @ Fara Yvonne) as a Director of the Company			
2	Re-election of Renzo Christopher Viegas as a Director of the Company			
3	Re-election of Nik Rizal Kamil bin Nik Ibrahim Kamil as a Director of the Company			
4	Proposed Payment of Directors' Fees and Benefits for the period from 30 July 2020 until the next Annual General Meeting of the Company in 2021			
5	Re-appointment of Messrs PricewaterhouseCoopers PLT as Auditors of the Company			
6	Authority for Directors of the Company to Issue Ordinary Shares pursuant to Sections 75 and 76 of the Companies Act 2016			
7	Renewal of Authority for the Directors of the Company to Issue Ordinary Shares in relation to the Dividend Reinvestment Plan			
8	Proposed Establishment of a Long Term Incentive Plan			
9	Proposed Offer, Issuance, Allotment and/or Transfer of Ordinary Shares in the Company to the Group Chief Executive Officer of the Company pursuant to the Proposed Long Term Incentive Plan			
10	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Usaha Tegas Sdn Bhd and/or its affiliates			
11	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Maxis Berhad and/or its affiliates			
12	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with MEASAT Global Berhad and/or its affiliates			
13	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Astro Holdings Sdn Bhd and/or its affiliates			
14	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Sun TV Network Limited and/or its affiliates			
15	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with GS Home Shopping Inc. and/or its affiliates			
16	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with SRG Asia Pacific Sdn Bhd and/or its affiliates			
17	Proposed Shareholders' Mandate for Recurrent Related Party Transactions with Ultimate Capital Sdn Bhd, Ultimate Technologies Sdn Bhd, Kotamar Holdings Sdn Bhd and/or Dato' Hussamuddin bin Haji Yaacub and/or their respective affiliates			

Subject to the abovestated voting instructions, *my/*our proxy may vote or abstain from voting on any resolutions as *he/*she/*they may think fit.

Dated this _____ day of _____ 2020

_____

Signed by hand (if Individual)/by Affixation of Common Seal (if Corporation)

NOTES ON PROXY

(1) In accordance with Rule 106.5 of the Constitution, a Member entitled to attend and vote at a meeting of the Company is entitled to appoint one or more proxies to exercise all or any of his/her rights to attend, participate, speak and vote for him/her subject to the following provisions:
   (i) save as provided for Note (2) below, the Act and any applicable law, each Member shall not be permitted to appoint more than two proxies to attend the same meeting; and
   (ii) where a Member appoints more than one proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy.

(2) For the avoidance of doubt and subject always to Note (1)(ii) above, the Act and any applicable law:
   (i) where a Member is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which an exempt authorised nominee may appoint in respect of each omnibus account it holds; and
   (ii) where a Member is an authorised nominee, he/she may appoint at least one proxy in respect of each securities account it holds to which ordinary shares in the Company are credited. Each appointment of proxy by an authorised nominee may be made separately or in one instrument of proxy and should specify the securities account number and the name of the beneficial owner for whom the authorised nominee is acting.

(3) There shall be no restriction as to the qualification of the proxy. Hence, a proxy may but need not be a Member.

(4) The instrument appointing a proxy ("Proxy Form") may be deposited with Boardroom Share Registrars Sdn Bhd ("Boardroom") in the following manner:
   (i) by electronic means through the Boardroom Smart Investor Portal at https://boardroomlimited.my by logging in and selecting "E-PROXY LODGEMENT"; or
   (ii) by hand or post to 11th Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, to the extent that it is permissible to do so under any relevant movement control orders issued under the Prevention and Control of Infectious Diseases Act 1988.

   The Proxy Form must be received by Boardroom, no later than Tuesday, 28 July 2020 at 2.00 p.m. The Company reserves the right to reject incomplete forms.

(5) If you choose to deposit the Proxy Form by hand or post, the Proxy Form shall:
   (i) in the case of an individual, be signed by the appointor or by his/her attorney; and
   (ii) in the case of a corporation, be either affixed with its Common Seal or signed by its attorney or an officer on behalf of the corporation.

(6) If the Proxy Form is returned without an indication as to how the proxy shall vote on any particular resolution, the proxy may exercise his discretion as to whether to vote on such matter and if so, how.

(7) A proxy appointed to attend and vote at the meeting shall have the same rights as a Member to attend, participate, speak and vote at the meeting.

(8) The lodging of a completed Proxy Form does not preclude a Member from participating and voting should the Member subsequently decide to do so. Should you subsequently decide to participate the AGM, you are requested to revoke your earlier appointment of proxy by notifying Boardroom in writing, no later than Tuesday, 28 July 2020 at 2.00 p.m..

MEMBERS ENTITLED TO ATTEND THE VIRTUAL AGM

For the purpose of determining a Member who is entitled to attend the virtual AGM, the Company will request Bursa Malaysia Depository Sdn Bhd, in accordance with Rule 89.1(b) of the Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue a Record of Depositors ("ROD") as at 22 July 2020. Only a depositor whose name appears on the ROD as at 22 July 2020 shall be entitled to attend the meeting or appoint a proxy(ies) to attend and/or vote on his/her behalf.

PERSONAL DATA PRIVACY

By submitting the information in this form, you consent to Astro Malaysia Holdings Berhad (201101004392 (932533-V)) processing your personal data in the manner stipulated in the Privacy Notice for Shareholders set out in https://www.astro.com.my/privacy-notice-shareholders and warrant that consent of the proxy(ies) and/or representative(s) whose personal data you have provided has also been obtained accordingly and that they have been informed of the privacy notice.

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STAMP

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

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ASTRO MALAYSIA HOLDINGS BERHAD Incorporated in Malaysia – Company No. 201101004392 (932533-V)
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