media prima

Enriching the Ecosystem

ANNUAL REPORT 2013

Enriching

the Ecosystem

ENRICHING THE ECOSYSTEM

"We believe the ecosystem for creative content industry is still evolving. It is still a learning curve for us and for the industry, it is hardly beginning.
The dynamic evolution of creative interactions and evolutionary networks of content across multiple devices have yet to show its true colours. We believe "connected consumers" will drive media companies like us to new areas and dimensions. We have to be agile to prepare ourselves for the new demands. We have to understand what the consumer wants."

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1 CONSUMER CENTRIC ORGANISATION

- Multiple touch points
- Seamless integration between platforms
- One-stop media solution

VISION

A Content Powerhouse offering Multiple Media Platforms

Sistem Televisyen Malaysia Berhad

NSTP
a media prima company

Synchrosound Studio Sdn Bhd

NEW STRAITS TIMES

Natseven TV Sdn Bhd

BH Berita Harian

Fly Fm
Max - Airplay Sdn Bhd

One FM Radio Sdn Bhd

Harian Metro

Metropolitan TV Sdn Bhd

media prima DIGITAL
Alt Media Sdn. Bhd

BIG TREE
Big Tree Outdoor Sdn Bhd

tonton
www.tonton.com.my

TRC

UPD

CH-9 Media Sdn Bhd

gua.com.my
www.gua.com.my

GOTCHA

KURNIA OUTDOOR
Kurnia Outdoor Sdn Bhd

SEROJA
www.seroja.com.my

3 REVENUE

- ADEX revenue-based
- Multiple revenue sources - consumer-based content and developed distribution network
- New revenue sources

2

CONTENT

- HIT content
- First in news, analytical and in depth information
- Best-in-class content

MONKEY BONE

Grand Brilliance

The 8unit

emas

CLIENTS
READERS
LISTENERS
VIEWERS
STAKEHOLDERS
PARTNERS
SHAREHOLDERS
CONSUMERS
CREATIVE INDUSTRY

MISSION

To produce "best-in-class" content, products and services. Content that is accessible via multi-platform, unique, relevant and contemporary.

Facts at a Glance

Media Prima Television Networks (MPTVN) has the largest reach in terms of viewership with 42.2% market share via its top 4 premium channels.

MPTVN owns the top 20 programmes across all channels including pay-tv (for period January – December 2013).

MPTVN dominates 60% market share of audience during the super prime time hours (8pm – 9pm).

NSTP Augmented Reality application was launched on September 16, 2013 for all of its three newspapers – NST, BH & HM.

"Syok Sabtu", the Saturday newspaper for Harian Metro recorded the highest sales in Harian Metro's history by selling 841,000 copies on November 30, 2013.

Big Tree Outdoor (BTO) is the largest and undisputed market leader in integrated out-of-home (OOH) media solutions in Malaysia. BTO has been awarded as the OOH Media of the year for 5 consecutive years.

Media Prima Digital reaches out to the affluent market via 14 portals with up to 7.6 million monthly unique visitors and over 3.5 million registered users. Media Prima Digital is the No.1 Digital Media Group in Malaysia.

Primeworks Studios Sdn Bhd has been producing TV content since 1984 and feature films since 1994, it generates an average of over 5,000 hours of content for TV annually.

Media Prima Radio Networks has the largest online and social media presence in the country with strong following on major social media of 4.4 million and is the homeground of the Generation Y.

e put you first

We are deeply motivated to consistently delight our consumers. We know that getting better means making sure we are listening to you. That's why we are embracing new ideas that will make your experience with us compelling, meaningful and enjoyable. We are committed to deliver quality content, product and services to our consumers.

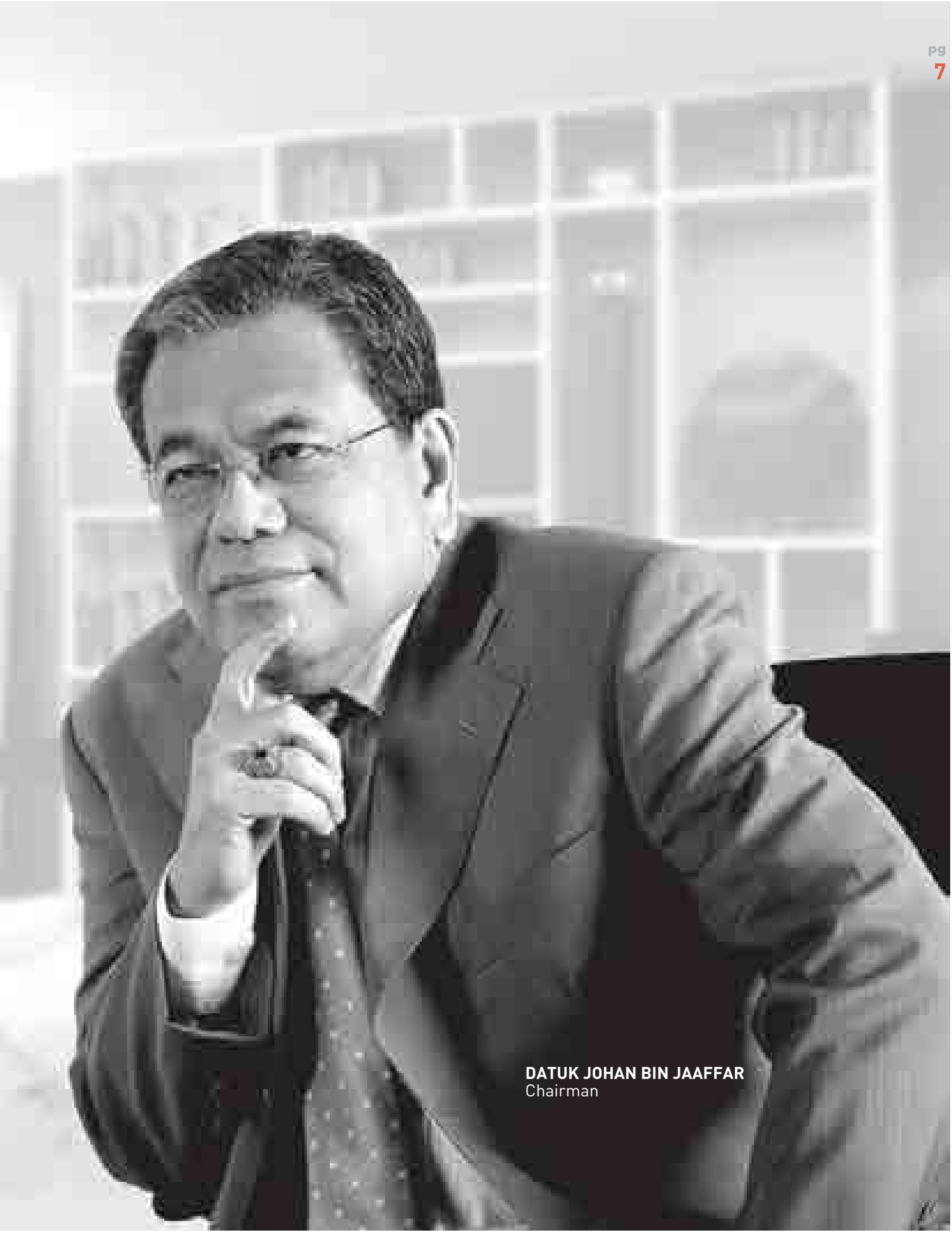
Chairman's
Statement

Enriching the Ecosystem and nourishing it to be sustainable

It is interesting to note that the country's first private TV station came into being 139 years after the *Straits Times*, the precursor of the current *New Straits Times*. A century and a half is a relatively short period in the history of mankind. But for Media Prima Berhad (MPB) it is a significantly historic and meaningful 14 decades of achievement, drama and challenges. The *Straits Times* was as much a proud tradition of this company, as is TV3, both pioneers in their respective fields, both redefining what we are today and both signifying a journey through uncharted waters and unfamiliar territories.

We have certainly come a long way. From the publication of the oldest newspaper in the land, the transmission of TV3 as a channel, the reconsolidation of media assets that became MPB in 2004, here we are now, the country's only, fully, truly, integrated media company. We have every reason to be proud of what we have achieved, so too, I believe our stakeholders and shareholders.

But complacent we are not, we will thrive for the better, for excellence. In a competitive atmosphere as it is now, we believe in sheer hard work and commitment. And more importantly we realised we are in an industry unlike any other. We are in the content industry, an industry defined by ideas, new thinking, innovation and above all, creative people thinking beyond the ordinary. In the creative content industry, the notion of "content" in itself is self-explanatory. Content is king in this business. We survived on the capital "I" (Ideas). Ideas will determine the winners. And leaving the losers in the dusts, literally. In short, ideas matter.



DATUK JOHAN BIN JAAFFAR
Chairman

Chairman's Statement

We need ideas, lots and lots of great ideas, super ideas, killer ideas, to position ourselves as leaders in an ever changing customers' taste, wants and preferences. But to nurture ideas, to facilitate thinking out of the box and to be a contrarian in executing ideas, one needs a correct atmosphere, a system theory, a renewable strategy and a conducive sphere. In short the right ecosystem. An ecosystem is defined by a complex set of relationship among the living resources and habitats of an area. In our context it simply means an emergent creative ecosystem that allows thinking, planning and activities to blossom and ideas to flower.

TURNING IDEAS INTO ENTERPRISE

For us, we need more than the dynamic interactions and conducive atmosphere from within, the outside influence play a role too. So, the right policy, economic stimulant and creative vibrancy of the nation are equally important. For people like those dealing with creative products in this company, the ecosystem must be right to bring out the best from them. Creative content is part of the creative economy at large. Thus, enriching the ecosystem is critical to us. In fact, our survival depends on it.

When the *Straits Times* was published in 1845, Malaya and Singapore were under the yoke of colonialism. The newspaper was meant for the English expatriates, orientalists and the local elite. Education for the masses was still limited to religious education and schools were meant for the privileged. When TV3 made its full transmission debut on June 1, 1984, Malaysia was already a nation to be reckoned with. Tun Dr Mahathir Mohamad, the country's third Prime Minister was already in his fifth year at the helm. He was already steering the country to new heights – embarking into high technology initiatives, among other things. He was a man with vision. He transformed this nation. It was through his prism for a better future that we have seen dramatic changes to the country – from an agriculture backwater to a nation brimming with enthusiasm, confidence and pride. Malaysia was never the same again.

What a difference 139 years can make – between the first publication of the *Straits Times* and the birth of TV3. And what a difference it can be between 2004, the year the newly restructured media entity, MPB, reared its head and now. It all boils down to the correct ecosystem supporting the changes needed for a nation to charge ahead, an economy that will support the grandiose schemes of a visionary Prime Minister and the private sector to help spearhead the transformation. It was a classic example of Malaysia Inc – the symbiotic relationship between the public and the private sectors to ensure success and greatness together.

Companies benefitted from the political stability, conducive economic realm and more importantly for us, the right value system to support the creative economy. We benefitted from the new economic successes, the emergence of a new and more assertive middle class and a more open, robust and articulate populace. The discerning taste of TV viewers allow TV3 to prosper. The burgeoning middle class demand quality publications. And more.

The Medium As World

That was then. Today, 30 years after TV3 first made its appearance, things have changed even more dramatically. The media has been transformed beyond recognition. It is no more just a medium to communicate thoughts and ideas, to disseminate news and information, or to educate or entertain. It is in fact a medium as world. A medium that has changed the way we communicate, interact, socialise, inform and entertain. Just look at how smart phones are changing us. Imagine 20 years ago, the noblest thing we had was a mobile to call and later to send texts. Today, it is everything.

Look at the technological advancements in telecommunication. It is changing our lifestyles. And in doing so, our values, world view and psyche. Technology is defining humanity as never before. When TV3 started, the Internet was many years away. When Internet started no one would imagine how it impacted humanity. When smart phones made its mark, very few of us are prepared for the onslaught. When Wikipedia started we would never imagine it could render libraries almost obsolete, some would argue. According to its own website, as of this year, it is a site for 30.4 million "mainspace" articles in 287 languages with 10 billion global pageviews per month.

Look at how the world of entertainment has evolved. We are not talking about entertainment programmes that are watched by billions or mega celebrities that transcends borders. The center of entertainment universe can shift from Los Angeles to Seoul or London and Kuala Lumpur. A forty-something, plum South Korean who called himself "Psy" posted his "Gangnam Style" on YouTube, and amazingly, 1.5 billion people have seen it. There are many like him on YouTube. The world as we know has changed. There is another dimension to it – the democratisation of digital access.

According to PwC's annual Global Entertainment and Media Outlook 2013-2017, "consumer access to entertainment and media content and experiences is being democratised by ever increasing access to internet and explosive growth of smart devices."

The social media is redefining everything – including politics. Ignore the social media realm at one's peril. The young especially and the not so young are embracing Facebook (FB), Twitter, you name it. And remember this word – the millenials – and get used to it. The millennials are said to be those born between 1980 and 2000. There are 80 million of them in the United States alone, probably about 11 million in Malaysia. They are representing probably a fourth of mankind. They are a generation be reckoned with. These are, as *Time* magazine put it, the "Me, Me, Me Generation".

"We are part of the ecosystem that helped define the industry"

Chairman's Statement

Take notice, they will redefine societies, lifestyles, the economy and politics. They are changing the look and feel of nations. They are largely well educated, articulate and independent. The millennials are getting their voices heard, loud and clear. The latest applications in telecommunication and information technologies are meant for them – to satisfy their wants and needs. Humans are never more wired and connected now than ever before, thanks to them. They are re-writing the rules of engagement in communications. They are spending more money than any other generation in the history of mankind.

They are changing the entertainment landscape too. They have sophisticated taste for music, songs and movies. They patronise the creative content industry. They are the viewers, listeners and readers that matter most today. Media owners like us, realised the need to accommodate them. The "what-ever", "where-ever" and "when-ever" options are prepared for them.

There is another element to the creative economy that we must not ignore – sportspersons, film stars, dot-com starters and digital entrepreneurs are re-writing the economic logic. Companies started in garages and by college drop-outs are leading the world in wealth creation, value for investors and market capitalisation. Creative content industry is the most robust, exciting and challenging industry today. It demands nothing less than the best and brightest to keep ahead of the pact.

The industry allows almost everyone to participate. The entry level is cheap. What you need is creativity, audacity and the lots of luck. Psy would not have been created had YouTube not been in place. FB is everyone's favourite social media tool. One in seven humans has a FB account. Twitter is fast growing in strength, a staggering 400 million tweets are sent out a day. The world of entertainment is changing beyond belief. Movies are being made differently today. James Cameron waited until computer-generated-images (CGI) are perfect to make his *Avatar. The Lord of the Rings* would not have been made the way Peter Jackson wanted had the relevant technology was not ready.

The Economics of Creativity

In his ground breaking book, *The Creative Economy, How People Make Money From Ideas,* John Howkins writes that the relationship between creativity and economics is nothing new but what is new "is the nature and extend of the relationship between them and how they combine to create extraordinary value and wealth."

People with ideas and own ideas today "have become more powerful than people who work machines and, in many cases, more powerful than the people who own machines." He argues that creativity is about using ideas to make more ideas and a creative ecology is one where people can be creative and turn ideas into products. A creative economy he argues, is the exchange of products, services and experiences whose economic values are based in ideas. The principle is everyone is creative, creativity needs freedom and creativity needs market. These are incubators of a creative economy, one that survives on a rich ecosystem.

This is the kind of environment that we are operating in, under current circumstances, a very tough environment indeed. We have a 169-year tradition and experience in managing a newspaper outfit. We have a 30-year experience in broadcast tradition. MPB is about the old and the new jostling for space – about age-old tradition enriching the new. It is about differing approaches and varying views, but for the same objective. That is MPB, a company that prides itself as having able to balance tradition and newness, history and reality, hope and pragmatism and above all, the ability to adapt. We have gone through tough times and we learned from it, perhaps too studiously.

We have in our stable the oldest newspaper. Then there was one. Now, there are many newspapers, not to mention online ones. When TV3 started there were two other channels in the country. Now there are hundreds and soon, perhaps a thousand. We can't stop the tide. Neither can we determine the continuous technological evolution coming our way. We cannot determine the ever changing customers' taste, wants and preferences. We flow with the mood, if you like, just like water cascading effortlessly along the river of knowledge, news and entertainment.

We are prepared for any eventualities, so to speak. In fact we are glad we did anticipate the changing landscape of the creative industry and the media realm as the whole. We knew we cannot be a one-or-two-platform outfit. Media companies must meet consumers' demand for content across platforms and across multiple devices. The business world too wants more certainty. They expect us to be a one-stop center for their media solutions.

We can publish *New Straits Times* alone, as a flag bearer for The New Straits Times Press (NSTP). After all, we are good at it for we have been doing it for 169 years. But we believe there is a need to cater for the masses too – thus the publication of *Berita Harian* in 1957, now the oldest surviving Malay newspaper in romanised writing and *Harian Metro,* the most successful daily in the land with more than 4 million readers every day. We are quite contented with TV3, but we need to cater for choices that are varied, multitude and fragmented – thus ntv7, 8TV and TV9. We are proud to have Hot FM, as the name suggests, the hottest radio station today. Many of its DJs are celebrities in their own right. We have Fly FM, the coolest English radio station on air. And we added one FM, in Mandarin, though the newest kid on the block but is fast becoming a radio of choice for the Chinese community.

We knew the broadcast landscape is getting congested and the quest for advertisement ringgit is getting more furious. We responded by re-inventing ourselves, all the time, improving and learning endlessly. We like to believe we are the nomads of the modern world – with homes in every region and living beyond borders. We are nourished by the right ecosystem everywhere we are and enriching it all the time.

Consumers want quality fares and particularly localised ones, something that they can relate to, identify with and be proud of. We can watch foreign drama, series or documentaries, but we yearn to see our own. MPB spend a lot of money on local productions to cater for local needs. We even collaborate with regional partners to ensure our fares have the local, regional colouring. Our Primeworks Studios is the biggest local production house churning more than 5,000 hours of dramas, documentaries and shows. We are also nurturing a robust entertainment industry where hundreds of local production houses are helping us to fill in the gap for we cannot produce all our needs. Again, the principle is, to ensure a better-than-the-rest mindset for our producers and creative people.

Even our out-of-home advertising is re-inventing itself. Gone were the days when pole advertisement was the landmark of the industry. The world of out-of-home advertising too is changing significantly. We are defining out-of-home advertising with innovation and state-of-the art technology. We are painting the landscape with a united colours of creativity. We are proud that innovation is driving us, we are in fact setting new standards for out-of-home advertisement.

The new beauty on the block of course is our online portals – particularly Tonton. It is understandably creating a buzz for its freshness, coolness and hipness – the kind that the millenials would be pleased to be associated with and for the not so young ones a new platform to savour. Our online video portal, Tonton is the coolest portal this side of the globe. With more

than 3.5 million registered users it is a force to be reckoned with. Tonton is the No.1 Malaysian video portal. Together with 14 of MPB's portals supporting print, TV and Radio platforms, Media Prima Digital is Malaysia's No.1 Digital Media Group.

We are proud with our online achievement. We anticipated there will be a changing trend in how people entertain themselves. We understand they spend less time watching TV in real time. But watch TV they still do, but on a different platform. Initially it started as a catch-up TV which it later evolved as an "Over-The-Top" offering across all devices for our customers. We believe our online video portal is still in infancy. We believe there will be more surprises in store in line with the exacting demands of our customers.

Moving On...

We believe the ecosystem for creative content industry is still evolving. It is still a learning curve for us and for the industry, it is hardly beginning. The dynamic evolution of creative interactions and evolutionary networks of content across multiple devices have yet to show its true colours. We believe "connected consumers" will drive media companies like us to a totally new areas and dimensions. We have to be agile to prepare ourselves for the new demands. We have to understand what the consumer wants. We will have to perfect the art of listening.

As expressed in the Price Waterhouse Coopers (PWC) report, "speed, flexibility and insight to engage diverse consumer via personalised and relevant and content experiences" will drive any media company to a new level and to achieve new results.

We believe in results. We are being monitored and judged every single minute. We get "elected" every day and every single minute. On TV they used ratings (TVR) as our Key Performance Index (KPI). People listen to our three radio stations amidst many more. They decide every day which newspaper to buy. It is a democratic process. We are what we are from the view point of our customers.

We are part of the ecosystem that helped defined the industry. And we certainly crave for an ideal situation where policy makers and players are in tandem to mark a new marker of excellence. We believe in fair play, level playing field and transparency in achieving our goals. We want to provide the best to satisfy the consumers, at the same time providing the security and comfort for our shareholders.

We thrive to do it right. That is our promise. Gladly, we have won accolades for corporate governance and good practices. We are as transparent as required of a public listed company. We are one of the few companies that embraced the Malaysian Anti Corruption Commission's call to create integrity officers in public listed companies. We are among the pioneer companies that implemented the "No Festive Gifts Policy" during festive seasons.

We want to raise above all, as an exemplary company, in terms of good governance and integrity.

I am happy to report that 2013 has seen many more accolades for MPB. The Group was announced as the joint-overall winner of the ACCA (Association of Chartered Certified Accountants) Malaysia Sustainability Reporting Awards (ACCA MaSRA) for 2013. We were awarded Platinum for Corporate Social Responsibility Reporting at the National Corporate Report Awards (NACRA) 2013.

We were also listed in the Top 10 companies based on the ASEAN Corporate Governance (CG) Scorecard. We also won the Best Corporate Governance Industry Excellence award under "consumer services" category and ranked at No. 18 out of Top 100 companies for Corporate Governance Transparency. Media Prima was also awarded with the prestigious Asiamoney Awards for Best Overall Corporate Governance for three (3) consecutive years in 2011, 2012, 2013 and in addition in 2007.

On the CSR front, we announced the appointment of Datuk Ahmad A. Talib as Group Advisor. He is overseeing the *Briged Sukarelawan Media Prima-NSTP* that have embarked on various relief missions in the country. The brigade has collaborated with Mercy Malaysia, PBSM, *Institut Jantung Negara* (IJN) and Cancer Society on various programmes. We launched *Tabung Lahad Datu* immediately after the incursion, collecting almost RM10 million from caring and concerned Malaysians. We launched *Tabung Kemanusiaan Syria* and *Tabung Bencana Taufan Haiyan* and continue with our *Tabung Bencana* for local victims. We are moved by the response of corporate citizens and ordinary Malaysians for helping us with the funds.

I would like to take this opportunity to congratulate my colleagues in the board and that of subsidiary companies of MPB that have helped me this last one year. They have been extremely supportive and providing the best guidance imaginable. They have guided the management and providing the assurance and wisdom to forge ahead.

More importantly, I must commend Dato' Amrin Awaluddin, the Group Managing Director for his sheer hard work and dedication to ensure the company achieved the desired effect. He is fully aware, without the right ecosystem, the conducive environment and the right people, MPB could never be where it is now. He instills in the management the need for creative management and to behave like cultural, creative managers. He understands the importance of enhancing the interlinked creative resources within and without the company. He is a leader, one who leads the way, in his own unselfish, self-effacing style, humble yet certain, determined but with finesse.

And my sincere gratitude to all MPB *karyawans* – we are blessed to have a dedicated workforce who share the same dream.

Yang kurik kendi
Yang merah saga
Yang baik budi
Yang indah bahasa.

To all of them, thank you.

DATUK JOHAN BIN JAAFFAR
Chairman
Media Prima Berhad

Group Managing
Director's Statement

Working together synergistically

Dear shareholders, stakeholders, partners, clients, readers, listeners, viewers, consumers and colleagues.

Last year we shared on challenges facing the media industry, which required companies such as ours to constantly innovate to stay ahead of the curve and remain relevant.

Such challenges have not dissipated. In fact, they have increased exponentially, even as we speak.

Just slightly more than a decade ago, we read of researchers at the famed Bell Laboratories in America talking about the day when the television will become a one-stop communication and entertainment centre in our homes.

They even foresee that what we sometimes call the 'idiot box' will do more than just that. It may one day even control our air-conditioner temperatures and the intensity of our lighting at home.

It is already happening. Indeed advent of the internet and satellite technology in recent years has opened floodgates to new ways of communicating and providing entertainment.

Information is now literally at our fingertips, just by a few strokes of the keyboard on our computers and smartphones, which in turn have become ever more powerful and portable.

Newspapers have become paperless, and has grown into online, short updates and news alerts across various social networking platforms. Songs and voices of DJs have transcended beyond the traditional radio box. Now with arrival of the Smart TV, what those researchers foresee many years ago moves one step closer towards becoming a reality.

Our company is right in the middle of this highly dynamic business environment as these technological advancements, changes in lifestyle, and social behaviours have swept across all our business platforms, be that of television, print and online media, out-of-home advertising and content creation.

Concurrent with the constantly changing business landscape, we are also conscious of both the domestic as well as the global economic environment which fundamentally dictates how we steer our company.

DATO' AMRIN BIN AWALUDDIN
Group Managing Director

Group Managing Director's Statement

The global economy grew at a slower pace of 2.9 per cent in 2013. In an open economy like Malaysia we were not spared from the slower world economic growth although our strong economic fundamentals and accommodative monetary policy somewhat cushioned the impact, allowing Malaysia to end the year with a commendable 5 per cent growth.

While the economy in general has recorded growth in 2013 and as anticipated by several economic research houses, will continue to record growth in 2014, there are certain developments which would require a strategy change within our company in 2014.

We have yet to gauge with some degree of certainty how the recent revision of the electricity tariff would impact disposable income amongst Malaysian individuals and corporations and neither are we sure of any new subsidy rationalisation moves by the government and whether it would also impact consumer spending.

What we are sure of, however, is of our need to be agile and adapt quickly to any economic situations, in order to continue offering our customers with the best and top class product and service offerings.

Last year we also shared about creating internal synergies within the group, capitalising on our company's first-mover advantage as the only fully-integrated media group in Malaysia. We have since made strong inroads in harnessing collective strengths from our six core business units in packaging combined offerings for our customers and end-users.

Our group continues to collectively lead the industry in 2013 with our television unit having worked hard to continue expanding its reach while consolidating our dominant market position through our 4 television channels, namely, TV3, ntv7, 8TV and TV9. As a result, our stations have captured about 42.2% of Malaysia's total television viewership for the market comprising audiences aged 4 and above. We remain the No.1 television broadcasting group in the country in terms of audience share.

Our group also remains officially the dominant printed news entity in Malaysia as our print subsidiary, The New Straits Times Press (M) Bhd continues to seek improvements both in its physical newspaper business as well as in the new media.

"We need to be agile and adapt quickly to any economic situation"

Our two serious dailies, *The New Straits Times* and *Berita Harian* have been recording markedly improved offerings in serious news and in-depth analyses and they remain as shapers of opinions while our Bahasa Malaysia tabloid, *Harian Metro*, continues to lead the industry in terms of circulation numbers and remains the best-selling newspaper in the country.

In radio, our group's three stations, Hot FM; Fly FM and one FM now controls a segment of about 4.7 million listeners and even as we speak, we are

seeking for more improvements within the unit. Given our radio stations' claim of being "The Home of Gen Y", all our stations have expanded their reach, especially into social media platforms such as Instagram, Facebook, Twitter and Keek, to enable active engagement with the internet-savvy generation.

Our group also recorded a significant new milestone in the out-of-home advertising business when Big Tree Outdoor Sdn Bhd introduced the Cubig Digital series, a futuristic out-of-home digital screen with the capacity to execute animated connectivity across three pillars with synchronising effect.

Media Prima is also represented in the out-of-home advertising business by Kurnia Outdoor Sdn Bhd, The Right Channel Sdn Bhd, Gotcha Sdn Bhd and UPD Sdn Bhd. With these market leaders within our group, Media Prima remain the leader in this niche industry and is the only media group that provides integrated out-of-home media solutions.

Enriching the Ecosystem aptly describes

the world where Media Prima exists

As we seek integration within our wide media field, we have not forgotten the fact that our partners, clients, readers, listeners, viewers, consumers who consume our products and services to may likewise be required to re-balance their positions in meeting the ever-changing landscape. In this respect we realise that we may have an important role to play in creating an ecosystem that will allow them to continue enjoying our services without placing additional burden on themselves. We will preserve our ecosystem for their and our mutual benefits whilst ensuring Media Prima continuing presence.

This year we adopted the theme "Enriching the Ecosystem" which aptly describes the world where Media Prima exists. In an ecosystem, the key to a thriving one is balance, whereby there is a mix of healthy bio-diversities existing at different levels.

How are we related to that? Much more than what people think.

Our shareholders, stakeholders, partners, clients, readers, listeners, viewers, consumers and colleagues are all part of Media Prima ecosystem. Without different components existing in our ecosystem, Media Prima will be irrelevant and perhaps will cease to exist. In short, we are inter-dependant and in a business sense, it's all about working together synergistically.

Henry Davis Thoreau said "What's the use of a fine house if you haven't got a tolerable planet to put it on"

Thank you.

DATO' AMRIN BIN AWALUDDIN
Group Managing Director
Media Prima Berhad

Media Prima owns 4 premium television channels, namely TV3, ntv7, 8TV and TV9 with each channel dedicated to specific audience target segments. The 4 channels collectively hold 42.2% of total Malaysian television viewership, thus retaining the Group's No.1 position.

TV9
LIFESTYLE
DOCUMENTARIES
AWARDS
CHOICES
TRENDSETTER
TV3
ALL-IN ONE
FEEL GOOD CHANNEL
ENTERTAINMENT
AWESOME
8TV
COMMUNITY
NEWS
TALKSHOWS
FUN
QUALITY
MOVIES
ntv7
BRAND BUILDING
BELLA
SPORTS
ANUGERAH JUARA LAGU
LIVE SHOWS
GROWTH
EXCITEMENT
DRAMAS
BREAKING NEWS
DIVERSE

TELEVISION

Review of
Operations

Television

Media Prima owns and operates four free-to-air television stations, TV3, Malaysia's No. 1 station by audience share; TV9, the country's top station dedicated to Young Fresh Mass Malays or YFMs; as well as ntv7 and 8TV, the two leading channels for the country's Chinese and urban demographics.

During the year in review, Media Prima continued to enrich the lives of Malaysian television viewers far and wide and consolidate our dominant market position via our four wholly-owned television channels, TV3, ntv7, 8TV and TV9. Collectively, our stations successfully captured 42.2% of the country's total television viewership for audiences aged 4+, encompassing both free-to-air and pay channels.
To date, we remain the No. 1 television broadcasting group in Malaysia.

(Source: Nielsen Audience Measurement – audience share)

TV3

Established in 1984 as Malaysia's first free-to-air television network, TV3 has consistently retained its position as Malaysia's No. 1 television channel. In 2013, this impressive track record was extended when the channel achieved an audience viewing share of 24%, once again making TV3 the most watched channel of the country.

(Source: Nielsen Audience Measurement – viewership)

As a recognised market leader renowned for innovative programming, TV3 continued to push the envelope by introducing fresh programmes to meet the increasingly sophisticated demands of the Malaysian television audience. In 2013, TV3 boldly rolled out a number of novel-adapted

television dramas, such as *Teduhan Kasih* and *Love You Mr Arrogant*, which gained tremendous response and recorded more than 11 million viewers over the primetime *Akasia* segment. In the meantime, popular live entertainment shows such as *Anugerah Bintang Popular*, *Anugerah Skrin* and *Anugerah Juara Lagu* as well as reality programmes such as *Projek Metro* ensured the channel's widespread reach on all fronts.

Due to its creative and strategic programming efforts, TV3 for the year in review claimed ownership of 98 out of 100 top programmes across all television networks in Malaysia – a notable feat, given there are over 200 channels currently available to Malaysian viewers.

In responding to the demands of the Malaysian sports fans, TV3 also endeavoured to secure broadcasting rights of key sporting events, including the *Africa Cup of Nations 2013* and the *SEA Games 2013*. Significantly, the channel was able to consistently outperform all other local broadcasters in this arena, as reflected by a spectacular 4.7 million viewers recorded for the televised football match of *Malaysia VS Barcelona FC* – about 3.5 million more than TV3's biggest competitor.

Ground events have traditionally been TV3's greatest strength. In 2013, this was once again proven with the successful implementation of *Karnival Jom Heboh* – a youth-and-family-oriented carnival event established in 2003 which has now become synonymous with the TV3 brand name. For the year in review, *Karnival Jom Heboh* hosted hundreds of thousands of participants in several locations across Peninsular and East Malaysia, including Kuala Terengganu, Johor Bahru, Putrajaya, Kuantan, Sandakan, Petra Jaya, Kota Bharu, Kuala Lumpur and Sungai Petani.

BRINGING YOU THE LATEST HAPPENINGS

ntv7

Celebrating its 15th anniversary, ntv7 forged ahead in 2013 by positioning itself as a premium brand targeting the Modern Urban Progressive Adults (MUPAs), made up of audiences aged 24 – 45 with an urban, global mindset.

For the year in review, ntv7 took in an impressive audience viewing share of 5% and increased its dominance in the Chinese 4+ market by capturing 18.7% audience viewing share – a 2.1% increase compared to the previous year. The channel also made significant inroads amongst Malaysia's Urban English-speaking viewers and was listed in the Top 4 most watched channels for the urban 25+ demographics.

In ensuring that the channel stayed relevant, fresh and competitive, the year in review saw ntv7 rolling out a number of bold new projects to keep its audiences captivated. In March 2013, ntv7 spearheaded the *Bella Awards*, Malaysia's first awards show dedicated to celebrating the accomplishments of women. The ambitious programme received 1.4 million viewers in Malaysia and was streamed "live" to global audiences.

The channel reached new heights in festive programming with its Chinese New Year production, *Lucky Bowl,* which struck a chord with the Malaysian Chinese television audiences and attracted over 800,00 viewers over two days of broadcast. The programme was also recognised at the *19th Shanghai TV Festival* – a prestigious international festival for the broadcast industry.

In the meantime, ntv7's drama productions continued to do exceptionally well amongst Chinese viewers. The channel's highest-rated drama series, *The Undercover*, captured an average Chinese audience share of 42% over 30 episodes, with an average of 600,000 viewers daily. *The Game 2*, a follow-up to the previous year's big-performing reality drama, achieved another remarkable round of success by capturing close to 600,000 viewers and 45% audience share, complemented by robust online views on the social media.

Combining brand-building and corporate social responsibility, ntv7 successfully organised the *Feel Good Run*, which attracted 5,700 participants and raised RM493,730 over a three-year period, as well as *Listen to the World Charity Bazaar*, which raised RM22,000 within less than four hours of its launch. Additionally, ntv7's signature community event *Yuan Carnival* – now in its fourth year of implementation – was successfully held in key locations across Malaysia, including Penang, Johor, Selangor and Kedah.

BELLA AWARDS ATTRACTED

1.4 MILLION

VIEWERS IN MALAYSIA

8TV

Malaysia's No. 1 Chinese television station, 8TV, continued where it left off the year before by capturing a commanding 26% of the Chinese 4+ market and a whopping 18% ahead of the best-performing competitor channel for the same target demographics. The channel also took fourth spot in terms of total audience viewing share (for viewers aged 4+); and secured 9% of the Urban English-literate aged 15 – 29 viewers in the country.

For the year in review, 8TV sustained its efforts in combining strategic programming with exciting ground activities to entice its target audiences, namely: the urban youth and the Chinese community.

8TV's new 2013 shows included *Pretty Fun*, a female-oriented game show which commanded a 35% audience share and averaged 410,000 viewers, as well as *The Ultimate Song*, the first reality show in Malaysia dedicated to finding the best songwriter, which hit a pinnacle of 50% audience share and 586,000 viewers for its Grand Finale. *G-Thang*, the first-ever female travel magazine variety show in Malaysia, also did well by capturing an average of 200,000 viewers.

In its fourth year running, 8TV's *Shout! Awards* continued to live up to its billing as Malaysia's most anticipated urban awards show.

In addition to the sixteen existing awards created to acknowledge the movers and shakers of Malaysia's music, television, film and radio industry. 8TV conceived two new awards: one is for Malaysians who has made an impact online have contributed the most popular video blogs and the other to the single most aspiring Malaysian who has made the most impact online and other social media platforms. The bold move resulted in a stellar increase of 140% in visitors to the official website (compared to 2010), and reached over 330,000 accumulated 8TV followers on Facebook – signalling 8TV's seriousness in growing its reach on the internet.

2013 proved to be an exceptionally busy year for 8TV in terms of engaging with the fans. In January, the channel hit the streets of Kuala Lumpur and eight other Malaysian states with the *9th Anniversary 8Venture*, a community event featuring 8TV celebrities. Recognising the importance of traditional festivities amongst the Chinese community, the channel also rolled out the *178 Chinese New Year Roadshows*, which took place in ten separate locations and were visited by an estimated 10,000 people; as well as the *8TV Chinese Carnival*, which was held in conjunction with the Mid-Autumn Festival and attracted some 30,000 visitors. Additionally, 8TV also participated in the *Yuan Carnival*, the signature annual event of its sister channel, ntv7.

Over the years, 8TV has made strategic efforts to synchronise its programming with ground activations and the year in review was no different. In 2013, the channel held an exhaustive list of road shows, workshops, auditions, camps and other events in line with some of its most popular programmes, which include *The 8TV Quickie*, *Showdown*, *The Ultimate Song*, *Pretty Fun*, *A New Journey*, *Sarang K-POP*, *American Idol*, *Justice Bao Jr.* and *Shout! Awards*, amongst others. The channel also made a conscious effort to tie in some of such ground events with its corporate social responsibility effort, such as the *8TV Newscaster Camps* which were held in August and December 2013 to offer Malaysian youths an insight into crafting a media career; and *Showdown 2013 Workshops*, where aspiring local dancers were given the opportunity to be mentored by the best in the business.

8TV SUCCESSFULLY ROLLED OUT VARIOUS NEW SHOWS TO ENTICE ITS TARGET AUDIENCE

TV9 ROLLED OUT A 360° COMMUNICATION PLAN FOR MOST OF ITS PROGRAMMES

TV9

TV9 is a television channel conceived with the Young Fresh Mass Malays, or YFMs, in mind. Despite being Media Prima's youngest television station, TV9's ability to cater to the taste of its target market enabled it to out-perform many of its more established counterparts in the country. For the year in review, TV9 scored impressive audience viewing shares of 8% for total 4+ viewers and 10% for Malay 15+ viewers, making it the second most-watched television channel of Malaysia after TV3.

2013 was a busy and rewarding year for TV9. The channel's intensified efforts in exploring new opportunities with its clients and associated agencies yielded meaningful results, including securing high-value sponsorship and product placement deals from big names such as AirAsia, Yeo's and Ambi Pur. Additionally, TV9 also launched a brand refresh campaign to inject excitement and broaden its appeal.

In marketing and promotion, TV9 rolled out a 360° Communication Plan for most of its programmes, combining the power of multiple media platforms to exponentially increase reach and popularity. The channel also invested aggressively in social media and other exciting new media platforms such as Youtube Pre-Rolls, Amptwify and Instagram Video, reaping immense growth in online reach as a result. In the meantime, above-the-line promotions, such as the setting up of billboards at strategic locations, further enhanced the channel's ability to reach out to its target audiences.

In 2012, TV9 wowed millions of Malaysian audiences with *Versus*, a novel "battle-of-the-bands" reality show produced in collaboration with sister radio station Hot FM. Riding on the strong momentum and widespread following, TV9 hit gold once again with *Versus 2*, the follow-up season that went on to register an unprecedented one billion impressions on social media platforms, more than 120,000 Tweets from 1 April to 13 June 2013 and some 62,000 views on Media Prima's video portal, Tonton. *Versus 2* resounding success in audience reach was duly recognised at the *Shout! Awards 2013*, where it was awarded Favourite TV Programme.

In the children segment, TV9 continued to surge ahead of the competition with the country's No.1 kids' talent programme, *Idola Kecil*, now in its sixth season running. The programme, hit the million mark for both second and third episodes, with 1.03 million and 1.2 million viewers respectively.

During the year in review, TV9 programmes were prominently featured in some of the most important local and international award events for the television industry. *Switch Off* was awarded a Certificate of Merit (Game Show Series) at the prestigious *49th Chicago International TV Awards*; and *Remedi* won *Anugerah Kewartawanan Kesihatan Terbaik (Kategori Televisyen)* at *Anugerah Media Kementerian Kesihatan Malaysia 2013*. A good number of TV9 programmes were also recognised at the *Shout! Awards 2013* and *Anugerah Skrin 2013*.

In a bid to bring the channel closer to its audience, ground activation events were central to TV9 marketing and promotion strategies. During the year, the channel featured a compact calendar of activities encompassing meet-and-greet events, viewing parties, press conferences, auditions, charitable events and festive gatherings. Key ground events include the *Chamsarang Viewing Party* for the Korean drama *I Miss You*; TV9 family-oriented *Raudhah di Hatiku* carnivals which were held within the vicinities of mosques across Malaysia; as well as *Bazaar Attack*, which saw the TV9 crew giving away goodie bags to members of the public in a festive atmosphere.

Additionally, TV9 also engaged in strategic collaborations with its sister channels and third parties to reward its viewers and media workers. At the *Rambut Raya 5 Malam 4 Hari* event, TV9 teamed up with A-Saloon to provide free makeover for celebrities and media personnel; while *TV3 & TV9 Uli-Uli Biskut Raya bersama dengan Julie's,* saw TV9 and sister channel, TV3 leading a convoy of 300 celebrities and members of the public to take part in the year's biggest baking event at Julie's Biscuits Factory. In October 2013, TV3, TV9 and Media Prima Digital joined forces to organise *Raudhah Aidiladha* in Kelantan, which was attended by 30,000 visitors.

"LOVE IT!"

GREAT ENTERTAINMENT ALL DAY LONG

Media Prima Print division is represented by New Straits Times, the nation's most established and influential English language newspaper; Harian Metro, the newspaper with the largest circulation and readership in the country; and Berita Harian, which reaches out to a broad cross-section of readers.

BH
IN-DEPTH
ENTERTAINMENT
DAILIES
RENOWNED
INTELLECTUALS
NEW STRAITS TIMES
ONE FOR ALL
EDUCATION
WEEKLY
PAPER
MARKET LEADERSHIP
COLUMNISTS
COMMUNITY
CONTEMPORARY
HEADLINES
EDITORIAL
PRESS
HARIAN METRO
UP-TO-DATE
DIGITAL EDITION
READERS
TALKING NEWSPAPER
4.5 MILLION READERS
NEWS
INTEGRATED
PUBLISHER
LIFESTYLE
FASHION

PRINT

Print

Media Prima owns more than 98 percent equity interest in The New Straits Times Press (Malaysia) Berhad, which publishes three of Malaysia's most renowned national newspapers, New Straits Times, Berita Harian and Harian Metro, as well as their respective weekend editions.

Through our print subsidiary, The New Straits Times Press (Malaysia) Berhad is officially the most influential print news organisation in Malaysia. The three dailies under our wing are New Straits Times, the country's oldest and most trusted source of news for the English readers; BH, offers serious news and in-depth opinions for the Malay readers; and Harian Metro, the nation's best-selling newspaper today. Statistically, our three dailies reach a combined readership of approximately 4.4 million readers. From January to December 2013, our Malay and English publications held approximately 23% and 8% market share respectively of all newspaper advertising expenditure (ADEX) in Malaysia. (Source: Nielsen Media Research-Adex)

As an organisation that practices continuous improvement, NSTP has embarked on the introduction of good manufacturing practices, 5S, which aims to improve the working environment at all NSTP printing plants. As a visionary organisation, NSTP is on track to achieve its long term business strategy under the Optimus project which is now in its fourth year.

The winner's mentality nurtured by the project has bred winners among our journalists and photographers. Numerous prestigious journalism awards such as the Malaysia MPI-Petronas Journalism Awards, including the esteemed Kajai Award, as well as the Best Investigative Journalism, Best News Report and Best Photo Journalism Awards, are further testimony to NSTP's tradition of excellence. NSTP has also won the Excellence in Media Management Award during the GEMA 2013 (Global Excellence in Management Awards) organised by The Malaysian Institute of Management which showcased its prudent and effective corporate management. Another feather in NSTP's cap was BH winning the Excellence in Media Strategy Award and Harian Metro winning the Excellence in Corporate Social Responsibility Award for the *Titipan Kasih* programme. The Inaugural Marketing Excellence Awards 2013 was organised by Advertising & Marketing magazine and saw more than 50 brands competing as finalist across 16 discipline – based categories.

As for the digital experience, all three newspapers have actively pursued the Digital First and News Convergence strategy, to break news via SMS alerts, Twitter and Facebook postings prior to print.

The company innovation culture continues to innovate with the introduction of the revolutionary Augmented Reality (AR) in all our three newspapers, The New Straits Times, Berita Harian and Harian Metro with its own unique identity called "Zapp", "Zoom" and "*Imbas*" respectively. This embedded new technology enhance our readers' experience and allows for creative advertising solutions.

In the recent General Elections, all three publications in NSTP's stable combined their efforts to provide comprehensive coverage of GE13, not only through additional election related editorial content but also by supporting the Group's integrated initiatives to disseminate in-depth news and up-to-date coverage via live feeds to MPB's TV stations. Special GE13 microsites were also developed as one-stop comprehensive reference for anything and everything politics.

NEW STRAITS TIMES

Through New Straits Times (NST), Media Prima has the distinction of publishing Malaysia's influential and most established English daily. In 2013, NST recorded a readership of 288,000 readers daily while its weekend edition, New Sunday Times, has a loyal following of 207,000 readers every Sunday. Mature readers aged 40 years and above account for the largest group of NST readers. It is the only English daily that recorded growth in readership compared to 2012. (Source: Nielsen Media Index).

Its brand positioning was also reinforced with the year-round campaign, "The Sharper Read" executed through various Media Prima platforms, elevating NST brand position as an authoritative and credible source of news and information.

In line with the newspaper's objective of expanding its catchment of readers, improvements in terms of both content and product enhancements were undertaken. These included increased play on pictures and caricatures, punchier headlines, usage of bullet points and overall improvement in the 'look and feel' of NST to improve the visibility of the newspaper.

Issues of public concern were effectively addressed via the setting up of Special Crime & Investigation team. Numerous exclusive probes were made, resulting in attention-grabbing headlines and breaking news. NST also focused on enlightening its readers with insightful articles and analyses, in addition to featuring special interest stories such as the Langkawi International Maritime and Airshow, in an endeavour to provide readers with a compelling reading experience.

The introduction of multi-platform convergence between NST and ntv7 was a testimony to the newspaper's determination to ensure that readers are kept abreast with the latest news. In this initiative, NST's on-ground journalists were given the opportunity to do live reporting on ntv7.

Review of Operations

A special segment on marketing and branding has been introduced in NST's Business Times section, appearing every Friday. It features product launches and corporate updates with the aim of engaging the advertising community.

In the first quarter of 2013, NST launched a series of marketing campaigns in universities with the longer term objective of selling more copies and increasing subscription, among the campus community. The campaign also involved the marketing of our e-paper.

Our emphasis on quality commands higher levels of competency and confidence among the newspaper's talents to go on and do better, and win awards.

Akin to its sister publications, Harian Metro and BH, NST held numerous ground events to reach out to the masses. NST rolled out the *New Sunday Times Motor Hunt* (NSUT), which attracted over 1,000 contestants and was sponsored by some of the most renowned brand names in Malaysia. On Malaysia Day, *New Straits Times Cyberjaya Green Ride 2013* was also successfully held, and featured 979 cyclists riding across the nation's technology capital in support of a healthy lifestyle.

On the academic front, NST teamed up with RHB Bank to organise *RHB New Straits Times National Spell-It-Right Challenge*, a nationwide spelling contest for primary and secondary school students. The event was a resounding success with greater participation for six consecutive years.

In 2013, NST co-organised two prominent award ceremonies that underlined its intention to reach out to motorists and the auto industry. *NST Shell Rimula Truck of the Year 2013 Awards* gave out 11 awards to acknowledge the top vehicles and manufacturers in the local commercial vehicles industry; whilst *NST Car of the Year Awards* – now in its twelfth year running – was held in recognition of the Best-in-Class vehicles from 15 different categories.

MALAYSIA'S INFLUENTIAL

and most established English daily

On 12 March 2013, NST took a pivotal role of spearheading C*onversation with the PM*, an interview session with Prime Minister YB Datuk Seri Najib Tun Razak that strengthened the brand promise of the newspaper as an intellectual forum. A collaboration between NST and four other TV stations, this talk show programme was successfully aired on TV3 and attracted a total viewership in excess of 1 million.

In a bid to provide a viable platform for intellectual discourse regarding business and economic issues of Malaysia, NST introduced the Business Times Insight Series, an inaugural talk where prominent industry players are invited to engage in discussions pertaining to specific industries. In 2013, four talks were successfully held on topics that covered affordable housing, the National Automotive Policy and the Trans-Pacific Partnership Agreement and the Goods & Services Tax.

BH

Entering its 56th year of operations, BH (the new identity for Berita Harian following a rebranding exercise in 2012) underlined its stature as a premier Malay daily for readers seeking latest news and in-depth opinions by recording a readership of 1.168 million per day basis. The weekend edition, BH Ahad, consistently attracts over 1.081 million readers each Sunday. The newspaper continues to stay true to its tagline "*Satu Untuk Semua*" by bringing content that is relevant to all levels of society.

CONSISTENTLY ATTRACTS OVER

1.081

MILLION READERS EACH SUNDAY

The year in review saw BH once again in full force rolling out ground events to engage its readers. The annual prominent award ceremony for Malaysia's entertainment industry, *Anugerah Bintang Popular BH 2012*, attracted 80,000 Twitter followers, 216,000 Facebook's page Likes, 224,317 live on-line streaming and 520,000 votes from BH readers as well as being watched "live" by a staggering 6.5 million viewers. Due to its strong reputation, ABPBH won several awards and was recognised by the Malaysian Book of Records as the longest running people's choice awards in Malaysia and Wan-Ifra's Best Cross Media editorial coverage.

In response to Malaysians' love for fishing, BH also organises numerous fishing events throughout the country. One of its most successful events was *BH GP Joran*, which was held in five states and attracted the participation of some 1,500 anglers and 10,000 spectators.

To inspire and promote academic excellence among Malaysian youth, BH continues to roll out educational pullouts such as *Didik*, *Minda*, *Skor* and *Varsiti*, which have been highly recognised and credited to assist teachers and students in achieving good grades in public examinations.

In a bid to do its part in tackling various pressing issues of the country, BH co-organised *Wacana Professor Negara* with *Majlis Professor Negara*, where respected figures from various fields converged to discuss, brainstorm and make recommendations on issues concerning crime, economy and politics. In addition to co-organising, BH also acted as moderator and panellist for the event.

In conjunction with the General Election, BH published a 16-page evening edition called "*PRU13*", a tabloid that covered election-related issues that highlighted national and state affairs, analysis and statistics as well as views from relevant parties regarding Malaysia's 13th General Election. This initiative resulted in exponential sale of 1,815,500 copies throughout the campaign period.

HARIAN METRO

Malaysia's most read newspaper, Harian Metro, is a Malay daily targeted at young audiences looking for a mix of daily news updates, entertainment and lifestyle features. In 2013, Harian Metro continued to stay miles ahead of its competitors by registering a daily readership of approximately 3.447 million, with the largest group of readers between 20 – 29 years of age. In recognising its large number of young readers, a new 2-page segment called *Gen-Y* was introduced with refreshing content daily that would continuously entice this group to the tabloid. The weekend edition, Metro Ahad also did exceptionally well with a huge readership of 3.624 million readers every Sunday.

The year in review saw the execution of a revamp to improve and strengthen Harian Metro as a leading newspaper. As part of the strategic makeover, improvements were made to Harian Metro's masthead, typography, layout and content, whilst serious efforts were made to make news available on mobile devices and tablets which are in line with its new tagline of *"Lagi Gempak"*. Importantly, great care was taken to retain the daily's identity as a tabloid for young Malaysians.

The 2013 General Election proved to be a blessing for the tabloid where on 6 May 2013, Harian Metro recorded the highest ever newspaper sales in history with 602,005 retail copies sold. The paper once again added to its list of *firsts* by recording a staggering 841,526 copies sold on 30 November 2013 via its *"Syok Sabtu"* campaign.

Another prominent Harian Metro event that attracted huge turn-out was the *Harian Metro Mountain Bike GP 2013*, which was held in five locations in Putrajaya, Perak, Terengganu, Kedah and Johor Bahru. The event recorded an estimated 1,500 participants in each venue, making it the biggest event of its kind in Malaysia.

An exciting initiative launched during the year was *Project Metro* – a reality programme co-organised by Harian Metro, TV3, Hot FM and Tonton – a reality show in search of a new face in the entertainment industry. The programme reflected Media Prima's increasing focus on cross-media collaboration and was successfully broadcasted over eight episodes, that garnered robust feedback and encouraging viewership.

Celebrating the new look of Harian Metro via *Konsert Ekspresi* Harian Metro on Federal Territory Day.

OUR THREE DAILIES REACH APPROXIMATELY

4.4 MILLION READERS

NSTP MOVING FORWARD 2014

2014 is going to be a challenging year for print industry where publishers are expected to re-look at their business model to attract consumers' interest in newspapers. NSTP is fully aware of these dynamics and we are going to grow our revenue beyond conventional channels and change our approach by offering comprehensive advertising solutions and enhance newspaper sales via continuous content improvement and widening our reach to consumers and readers. Both strategies encapsulate the emphasis on value added sales activities to the clients and our mass customers.

In our quest to provide greater value for our stakeholders, NSTP is going to venture into businesses beyond its conventional revenue generators through "OPTIMUS" new business initiatives. NSTP is going to explore its meta-market opportunities that encompass becoming a total media solution provider, offering event management services, sales of value added valuable archives and initiatives to enhance readers and advertisers reading and creativity respectively.

At NSTP, we believe that a solid new business plan works in tandem with the visibility of the products. It is important for NSTP to drive its product's brand awareness that will greatly boost its print sales, e-paper sales and the new business initiatives. All this while, NSTP is well-known for our specialisation in customer engagement approach. Therefore, we plan to use our strength to enhance loyalty to the brand. We are looking at exclusive ground activities to drive brand awareness and looking at conquering new markets.

Leveraging on the strength of our parent company as a fully-integrated media powerhouse, NSTP is going to expand readership breadth through cross platform content integration across all media platforms under Media Prima. Consumers can look forward to experience our newspapers' exclusive content making significant headway into radio, television, out-of-home and the digital world next year.

NSTP IS WELL-KNOWN FOR OUR SPECIALISATION IN CUSTOMER ENGAGEMENT APPROACH. THEREFORE, WE PLAN TO USE OUR STRENGTH TO ENHANCE LOYALTY TO THE BRAND.

MUSIC
TO YOUR EARS

We are a favourite amongst radio listeners. Our radio networks comprise three brands – Hot FM, Fly FM and one FM. Together we capture the second largest Malaysian's radio listenership.

SOCIAL MEDIA
LIFESTYLE
EXCITEMENT
ACOUSTICS
CHOICES
ENTERTAINMENT
Hot FM
FUN
ROCK
NEWS
ICONIC
IDEAS
BALLADS
YOUTH
DIGITAL
MUSIC
BREAKING NEWS
QUALITY
Fly FM
EDGE
ANNOUNCERS
POP MUSIC
one FM
RADIO
GROWTH
ENGAGING
HAPPENING
COMMERCIALS
DIVERSE

RADIO

Radio

Media Prima houses three of Malaysia's most popular youth-oriented radio stations, Hot FM, the country's Number Three radio station (for malay audience) ranked by CUME (Cumulative Number of Unique Listeners Over a Period); Fly FM, Malaysia's Number Two English station as well as one FM, our dedicated station for the Chinese listeners. In total, the three stations capture approximately 4.4 million listeners.

Hot FM, a 24-hour radio station targeting the Malay segment, has repeatedly been one of Media Prima's best performing stations in terms of total listenership. In 2013, continued to consolidate its leading position in the industry by capturing 3.4 million listeners. Hot FM also secured No.1 positions for both the 10am – 4pm segment (for listeners aged 18 – 29) and 4pm – 8pm segment (for listeners aged 18 – 24), all whilst recording a stellar 62% growth in new listeners from the southern region.

Hot FM, Fly FM and one FM, are amongst three of Malaysia's most popular and phenomenal youth-oriented radio stations.

Fly FM, our English station dedicated for audiences from 15 to 30 years of age, also did exceptionally well with a total of 375,000 loyal listeners; making it Malaysia's Number Two English radio station for listeners below the age of 35. Significantly, the station saw an increase of 48% in the number of listeners amongst Professionals, Managers and Businessmen (PMEBs), and an encouraging 8% growth in new listenership in the southern region.

one FM, our Mandarin-Cantonese station that reaches out to all Chinese audiences between 15 and 30 years of age, successfully registered a listenership of 918,000 – its best performance in five years of operation – whilst placing itself as the Number Three Chinese radio station of the country.

The year in review witnessed the implementation of various strategic initiatives to bring about positive growth for Media Prima's radio networks. In our Employee Engagement Activation initiative, we sought to actively engage the employees of Hot FM, Fly FM and one FM on various issues related to operations and future directions of our radio networks. These include the execution of a company-wide survey and focus group sessions to foster greater internal understanding towards the networks' missions and visions, whilst conceiving ideas for future improvements.

In line with our tagline as "The Home of Gen Y", all of our three stations embarked on a concerted effort to increase listeners' engagement via online social media platforms such as Instagram, Facebook, Twitter and LINE Apps, specifically targeting the net-savvy Gen Y demographic. The strategic move was richly rewarded. In 2013, Media Prima's radio networks surged ahead of the competition to amass a strong following of 4.4 million online fans, making us the leading radio networks in terms of number of followers on social media platforms in Malaysia.

In 2013, WOBI (We Love Big Ideas) was central to the way in which our radio networks sought to maximise value for our advertisers and clienteles. An innovative approach to helping customers market their products and services, WOBI involves the seamless incorporation of insights from customes, ideas from associated agencies and established platforms of Media Prima's radio networks, in order to roll out hugely-successful integrated marketing campaigns and ground events that would continue to establish Hot FM, Fly FM and one FM as the preferred radio platforms for advertisers. During the year, WOBI campaigns were successfully rolled out for some of the most well-known brand names in Malaysia, such as Honda and Coca-Cola.

Meanwhile, our radio networks continued to participate in cross-platform integration with other major business arms, such as Print and Television, in order to achieve robust growth by capitalising on internal competencies. Some of the effort in this area include tapping on the resources of New Straits Times and BH for the purpose of radio news broadcasts, as well as engaging in collaborations with group-owned television channels for marketing and promotion endeavours.

In 2013, a number of cross-media collaborations were successfully carried out by our radio networks. These include *Versus 2*, a collaboration between Hot FM and TV9 in search of the most versatile local band; *Super 8*, a grass-root project co-established by Hot FM and Fly FM to nurture interest in soccer amongst children under eight years of age; and *I Wanna Score*, a popular academic event in its third year running co-organised by all three radio stations. Another prominent ground event that was launched during the year was *Hot FM Liga Juara 100Plus*, a soccer event promoting healthy lifestyle which was jointly organised by Hot FM and 100Plus.

MEDIA PRIMA'S RADIO NETWORKS SURGED AHEAD OF THE COMPETITION TO AMASS A STRONG FOLLOWING OF

4.4 MILLION

ONLINE FANS.

Big Tree Outdoor (BTO) is the market leader in out-of-home (OOH) media industry. BTO owns and operates the futuristic digital media series, CUBIG and other integrated OOH media solutions to all market segments.

FUTURISTIC
AWESOME
LIFESTYLE
MEDIA
CHOICES
TRENDSETTER
BIG TREE
ALL-IN ONE
OUT-OF-HOME
TRC
ICONIC
LEADER
COMMUNITY
VIBRANT
BILLBOARD
FUN
QUALITY
LED
UPD
BRAND BUILDING
SPORTS
EDGE
KURNIA
TECHNOLOGY
GROWTH
EXCITEMENT
FUTURISTIC
ADVERTISING
DIVERSE

OUT-OF-HOME

Out-Of-Home

Big Tree Outdoor is the country's undisputed market leader in the Out-of-Home industry and the only provider of integrated OOH media solution.

In the Out-Of-Home (OOH) arena, Media Prima is represented in the market by the country's most recognised out-of-home (OOH) advertising brand name, Big Tree Outdoor Sdn Bhd (Big Tree), along with Kurnia Outdoor Sdn Bhd, The Right Channel Sdn Bhd, Gotcha Sdn Bhd and UPD Sdn Bhd. To date, we are still the undisputed market leader in this niche industry in Malaysia, and remain the only media group in the sector that provides integrated OOH media solutions to all segments of the market.

Big Tree continues to hold a commanding 44% share in the OOH media solutions market for the year in review. With more than 8,000 advertising panels planted in strategic locations across Malaysia, Big Tree's outdoor advertising solutions are now found along major expressways as well as in key rail transit stations of the Klang Valley, main market centres, prominent lifestyle shopping malls and international airports.

In 2013, Big Tree took OOH advertising to a whole new frontier with the introduction of the Cubig Digital series, a futuristic OOH digital screen with the capacity to execute animated connectivity across three pillars with synchronising effect. The technology is the first of its kind in Malaysia and the region and has been successfully rolled out in Jalan Bukit Bintang and Bangsar, two of Kuala Lumpur's most iconic districts. With enhanced media format and aesthetic appearance – distinct competitive edges often associated with better occupancy, greater yield and higher revenue performance in the OOH advertising sector – the Cubig Digital

series is believed to be able to generate approximately 10 times more revenue than conventional platforms in the future.

The year in review saw Big Tree bidding and winning key concessions that will help radically expand its reach and cement its position as market leader. A significant feat in this area was the conclusion of a landmark agreement with POS Malaysia, enabling Big Tree to offer OOH advertising exclusively at all POS Malaysia outlets across Malaysia. In Miri, Sarawak, Big Tree also secured the rights to install 10 OOH advertising panels with the potential to capture a target audience of up to 1.06 million per month.

Strategic upgrade works are vital aspects of the OOH advertising business. During the year, these were carried out at key locations to re-energise several OOH advertising structures and ensure their continued relevance and attractiveness to the market. Some of the key upgrade works include the engineering of a new capsule design for the viaduct advertising displays at KL Monorail track in Jalan Sultan Ismail, as well as relocation and structural improvement for five advertising sites along the SPRINT Highway and the North-Klang Valey Expressway (NKVE). All upgrade works were carried out successfully.

In line with the group's overall emphasis on the adoption of online platforms for marketing and promotional purposes, Big Tree has initiated a synergistic collaboration with Media Prima Digital in order to merge OOH media solutions with online media. The key thrust, upon successful execution, is expected to translate into significant revenue growth for Media Prima's OOH business.

Lights, Camera...

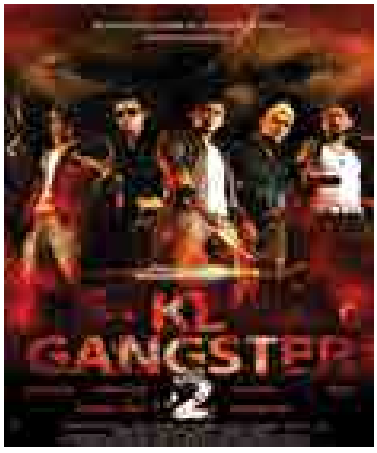
Primeworks Studios is the largest and most established production house in Malaysia, producing award-winning and internationally-acclaimed content for viewers worldwide.

MOVIES
QUALITY
NONIMATED
BEST ACTOR
PRODUCTION
BOX-OFFICE
PRIMEWORKS STUDIOS
GAME SHOWS
HIGH QUALITY
DOCUMENTARIES
BEST SCORE
INTERNATIONAL
MAJALAH 3
AWARD -WINNING
INNOVATIVE
FUN
SONGLAP
SPORTS
8unit
MONKEY BONE
TALENT
BEST FILM
GRAND BRILLIANCE
CINEMATOGRAPHY
DRAMAS
NOMINATED
ENGAGING
GAME SHOWS
VARIETY

CONTENT

Review of Operations

Content



Media Prima owns and operates Primeworks Studios Sdn Bhd, an established content production company, creating content in diverse categories covering television, cinema and digital platforms.

Content is a big part of Media Prima. In our subsidiary Primeworks Studios Sdn Bhd, we have one of the largest and most established production companies of Malaysia working round the clock to produce engaging content for our television channels (TV3, ntv7, 8TV and TV9) and digital platform, as well as cinematic blockbusters and a whole host of content for our consumers, both domestic and international.

For the year in review, Primeworks produced more than 5,000 hours of exciting new content to captivate the Malaysian and global audiences, which included traditional televised content as well as content catered for emerging platforms such as Internet-Protocol Television (IPTV). Yet again, Primeworks proved its mettle as a creative force to be reckoned with by continuing its impressive streak of producing award-winning programmes, some of which are:

Songlap, for Best Cinematography, Best Editing, Best Supporting Actor and Best Supporting Actress at *Festival Filem Malaysia ke-25* as well as Best Action Film and Best Actor at the *Asean International Film Festival & Awards 2013*;

Istanbul Aku Datang, for Best Comedy Film at the *Asean International Film Festival & Awards 2013*, Best Steady Cam Operator at *Anugerah PROFIMA 2013*, as well as Best Comedy Film, Best Comedy Director, Best Comedy Actress and Best Screenplay at *Anugerah Lawak Warna*;

Majalah 3 – Badang Kinabalu, for the Best Documentary Video category at *Hadiah Kewartawanan Malaysia – MPI Petronas 2012*;

Hip Hoppin' Asia, for the Silver Plaque (Travel Series) at the *49th Chicago International TV Awards*;

Switch Off, was awarded a Certificate of Merit (Game Show Series) at the *49th Chicago International TV Awards*;

Brotherhood CNY, for the Gold intermedia-globe (Documentaries: Station Image Promotion category) at the *World Media Festival 2013*;

1Malaysia Rasa Sayang, for the Silver intermedia-globe (Documentaries: Culture category) at the *World Media Festival 2013*;

Free Palestine with Aizat, for the Silver intermedia-globe (Entertainment: Music Clips category) at the *World Media Festival 2013*;

Golden Awards, for the Silver intermedia-globe (Sales Promotions: Event category) at the *World Media Festival 2013*;

Jalan Kembali – Bohsia 2, for *Tuan Direktor Terhebat* and *Watak Penjahat Terbaik* at *Anugerah Blockbuster 2*;

Rock Oo, for Best Script (Film) at *Anugerah Lawak Warna*;

Remedi, for *Anugerah Kewartawanan Kesihatan Terbaik (Kategori Televisyen)* at *Anugerah Media Kementerian Kesihatan Malaysia 2013*;

Sembunyi, made a clean sweep of 12 award categories at *Anugerah PROFIMA 2013*, including Best Film, Best Director, Best Film Editor and Best Art Director;

Penanggal, for six award categories at *Anugerah PROFIMA 2013,* including Best Producer, Best Cinematography and Best Costume; and

KIL, for Best Set Dresser at *Anugerah PROFIMA 2013.*

The aforementioned productions aside, several programmes by Primeworks were also nominated and acknowledged at the *Apollo Awards 2013*, *Shout! Awards 2013*, *International Gold Panda Awards* and *Anugerah Skrin 2013*; and were prominently featured in some of the most well-known film festivals of the world, such as *Deauville Asian Film Festival 2013*, *Osaka Asian Film Festival 2013*, *Marche du Film*, *Frequency Film Festival*, *Puchon International Fantastic Film Festival*, *OzAsia Festival*, *Baghdad International Film Festival* and *Luang Prabang Film Festival*.

On the cinema front, *KL Zombi*, produced and distributed under Primeworks' Grand Brilliance label, grossed RM2.76 million at the box office; whilst *Judgement Day*, a joint venture with mm2 Entertainment, took in a respectable RM1.2 million from the Malaysian market. *KL Gangster 2* a co-production with SKOP Productions Sdn Bhd in which Grand Brilliance Sdn Bhd collected RM4.96 million. We invested 30%. *(Source: www.finas.gov.my)*

On the corporate front, Primeworks, buoyed by its extraordinary track record for several years running, began setting the necessary framework to take advantage of external opportunities through a highly-focused marketing and distribution master plan and the establishment of a new brand positioning, *Asian Stories for the World*. Serious efforts were also made to enter into co-production arrangements with foreign producers, in turn opening up new doorways into uncharted overseas markets. In preparation of this new exciting direction and in maintaining the high standards of quality that signifies Primeworks' output, an internal transformation plan was rolled out in 2013 to enhance competencies and processes within the workforce.

PRIMEWORKS PRODUCED MORE THAN 5,000 HOURS OF EXCITING NEW CONTENT TO CAPTIVATE MALAYSIAN AND GLOBAL AUDIENCES.

Media Prima Digital (MPD) is the largest digital media group in Malaysia. MPD also owns the No.1 Malaysian video portal, Tonton.

DIGITAL MEDIA

Digital Media

Media Prima Digital maintains a robust online presence for all its media platforms and delivers compelling content through multiple online portals.

Through our digital media

business Media Prima Digital, the Group currently owns and operates the largest integrated digital media unit in the country, which consists of an exhaustive list in service offerings encompassing news, television and radio web portal to entertainment, lifestyle and video sites such as Gua, Seroja, and the award-winning Tonton.

Based on ComScore Ranking, Media Prima Digital continued to forge ahead for the year in review as Malaysia's top digital media group, with Tonton being the No. 1 Malaysian video portal. As at December 2013, Media Prima registered an astonishing close to 760 million page views, 78 million unique visitors and 62 million video views; whilst Tonton recorded over 3.5 million registered users as at 31 December 2013 – a 34.6% increase from the previous year.

(Source: Omniture Site Catalyst)

The year saw significant achievements in a number of areas, namely: complete digital dissemination of content for Media Prima. This included the successful joint-collaboration with the Out-Of-Home division in the introduction of Out-Of-Home (OOH) digital advertising and the gradual metamorphosis of Tonton from a site that predominantly focuses on streaming catch-up content to one that features its own original web series and premiere content through strategic collaborations with Media Prima television channels.

In 2013, some of the shows which enjoyed premiere showings on Tonton were *Tanah Merah*, *Ku Cinta Kau Seorang* and *Geng Kampung Pisang*. In addition, three Tonton Original Series (TOS) were successfully premiered such as *Autumn Di Hatiku*, *Sweetheart Fantasia* and *Dan Calonnya Adalah*. To top it off, Tonton continued to offer "live" streaming of popular events, which included, among others, *Pesta Bola Merdeka*, *Piala Sultan Selangor* and Mnet Asian Music Awards 2013.

In 2012, Media Prima Digital embarked on a milestone partnership with Samsung Malaysia Electronics to provide new content offerings for the Samsung SMART TV. In 2013, the partnership began to bear fruit with the successful launches of the Tonton TV Application and the NSTP E-paper TV Applications, which allowed content to be consumed on Samsung SMART TVs.

TONTON IS THE NO.1 MALAYSIAN VIDEO PORTAL

Corporate
Profile

Malaysia's Leading Fully-Integrated Media Company

LISTED ON THE MAIN BOARD OF BURSA MALAYSIA, MEDIA PRIMA BERHAD IS THE COUNTRY'S LEADING FULLY-INTEGRATED MEDIA GROUP, WITH A COMPLETE REPERTOIRE OF BUSINESSES – TELEVISION, PRINT, RADIO, OUT-OF-HOME, CONTENT AND DIGITAL MEDIA.

Television

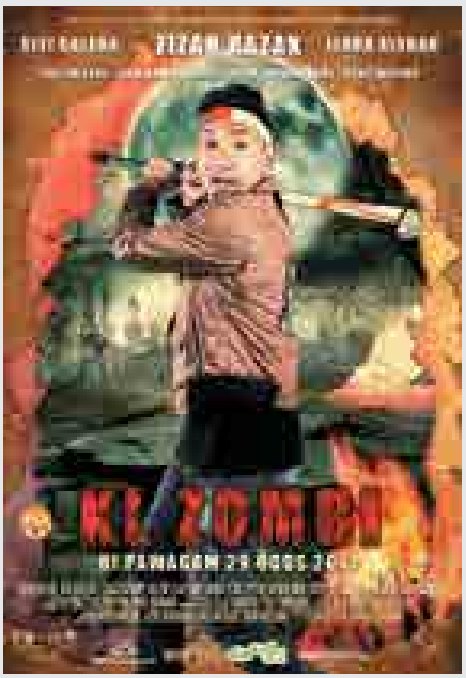
Media Prima owns and operates four free-to-air television stations, which include TV3, Malaysia's No. 1 station by audience share; TV9, the country's top station dedicated to Young Fresh Mass Malays or YFMs; as well as ntv7 and 8TV, the two leading channels for the country's Chinese and urban demographics.

Print

Media Prima owns more than 98% equity interest in The New Straits Times Press (Malaysia) Berhad, which publishes three of Malaysia's most recognised national newspapers, New Straits Times, Berita Harian and Harian Metro, as well as their respective weekend editions.

Radio

Media Prima carries three of Malaysia's most popular youth-oriented radio stations, which include Hot FM, the nation's Number Three radio station in terms of ratings, Fly FM, Malaysia's No. 2 English station for listeners below the age of 35; as well as one FM, a fast-growing station catered to the Chinese community.



Out-Of-Home

Media Prima is the leading player in Malaysia's Out-of-Home Advertising sector and is represented in the market by some of the country's most recognised brand names in the industry: Big Tree Outdoor Sdn Bhd, Kurnia Outdoor Sdn Bhd, The Right Channel Sdn Bhd, Gotcha Sdn Bhd and UPD Sdn Bhd.

Content

Media Prima owns and operates Primeworks Studios Sdn Bhd, an established content production company in Malaysia with more than 5,000 hours of content output in diverse categories covering television, cinema and digital platforms every year.

Digital Media

Media Prima, through its 100% owned subsidiary Alt Media Sdn Bhd, maintains a robust online presence for all its media platforms and delivers compelling content through its multiple online portals.

our Milestones

A BIT OF HISTORY
A BIT OF TRADITION
AND A WHOLE LOT OF FUN

1845
15 July
The Straits Times and Singapore Journal Commerce is first published in Singapore, it is an eight-page folio sized paper published every Thursday with circulation of less than 200 copies and sold at 10 cents each.

1956
The first Malayan edition of the Straits Times is printed at Robson House, Pudu Road, after the company acquires The Malay Mail from J.H.M Robson.

1957
1 July
The Straits Times Ltd produces Berita Harian, the first romanised Malay newspaper in the country.

1972
14 October
The Straits Times Press (Malaya) Berhad transfers the Malaysian newspaper business, together with its related assets and liabilities to a wholly-owned subsidiary, The New Straits Times Press (M) Sdn Bhd. This marks the birth of the company in its current form.

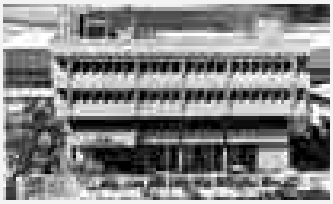
1973
4 April
NSTP is listed on the Main Board of the Kuala Lumpur Stock Exchange.

1976
4 October
The first local financial newspaper, called Business Times (BT) is published by Financial Publications Sdn Bhd, a subsidiary of NSTP. Today, BT is part of NST.

1984
Sistem Televisyen Malaysia Berhad is incorporated as Malaysia's first private commercial television station.

1 June
Transmission starts six months ahead of schedule, making it the fastest station ever being established in the East.

1986
TV3 airs the first Malaysian music chart show, *Muzik Muzik* with a grand finale, *Anugerah Juara Lagu*. After 28 years, it is still one of the highest rated TV shows of the year.



1988

25 April

TV3 is listed on the Main Board of the Kuala Lumpur Stock Exchange, the first station to be publicly traded in Malaysia.

31 August

TV3 begins transmission in Kuching and Sibu, Sarawak.

1991

25 March

Harian Metro, Malaysia's first Malay daily afternoon newspaper is published.

1994

TV3 airs the first talent scouting show, *Sinaran Pasport Kegemilangan* which successfully discovered the four talented members of what would become Malaysia's most popular comedy-group *Senario* – Azlee, Mazlan, Wahid and Saiful. They go on to star in their own sitcom called '*Senario*' which draws more than 3.5 million viewers per episode at its peak.

1995

24 June

The official launch of NSTP On-Line, Malaysia's first on-line newspaper archival and information services.

1997

31 August

TV3 goes on air for 24 hours in conjunction with the country's 40th Independence celebrations.

1998

ntv7 first comes on air on 7 April 1998 as Malaysia's third private free-to-air TV station. The station specialises in urban and international content and catalyses profound growth in the media industry across the country.

2002

TV3 takes another step forward by producing its first ever Chinese programme called '*Pulanglah*'. This programme is the Chinese version of *Jejak Kasih* and assists family members to find their long lost loved ones.

2003

To celebrate its 19th anniversary, TV3 organises the *Karnival TV3 2003 Sure Heboh* which travels to Johor Bahru, Malacca, Kuantan, Penang, Ipoh and Kuala Lumpur. It is now known as *Karnival Jom Heboh* and is visited by an estimated 5 million people every year.

March

The inaugural New Straits Times Car of the Year Award is introduced and becomes the first award ceremony to recognise achievements in the motoring industry in Malaysia.

2004

TV3 spearheads a massive charity drive with NST, BH and 8TV 'Malaysian Tsunami Disaster Fund' which successfully collects RM44.5 million from its subsidiaries and the public.

8 January

8TV begins operations on January 8th 2004 and transmits free to the entire West Coast of Peninsular Malaysia and Kuantan on the UHF band carrying the tagline "We Are Different".

May

8TV brings in the Idol phenomenon "Malaysian Idol™" – the first reality TV programme (via free TV). The show is the local version, this renowned global talent search phenomenon that seeks to discover the best and most promising young talents competing for the title of the Malaysian Idol.

2004

14 April

Radio Networks expands with the addition of Fly FM.

July

BH clinches the nation's No.1 Bahasa Malaysia newspaper position *(Source: Nielsen Media Research)*.

1 September

NST is published in two sizes; broadsheet and compact. It becomes the first and only newspaper in the country to offer two sizes to its readers. The broadsheet format is eventually phased out, the last edition being published on 17 April 2005.

Our Milestones

2005

January
Harian Metro becomes the *No.1 Bahasa Malaysia* newspaper in the country (Source: Nielsen Media Research).

13 August
8TV Summer Live Concert 2005, the first ever Chinese free concert with the biggest crowd in Malaysian history is held in Penang.

1 October
NST Kiosk is launched at Bintang Terrace, Lot 10 Shopping Centre, Kuala Lumpur, the first newspaper kiosk in the country.

30 December
Media Prima completed the acquisition of the highly popular ntv7, strengthening its position in the lucrative urban market.

2006

6 February
Hot FM begins transmitting nationwide with *"Lebih Hangat Daripada Biasa"* Tagline.

22 April
TV9 begins broadcasting carrying the tagline *"Dekat Dihati"*.

2007

September – October
Gua.com.my is the first entertainment and lifestyle portal to introduce GUA TV online as an extension to its editorial content and the 1st to have a web drama series, *"Kerana Karina"*.

North Pole Free Fall Expedition – TV3 is the only Malaysian TV station to exclusively cover this expedition via news and *Majalah 3.*

2008

15 April
The first RHB New Straits Times National Spell-It-Right Challenge starts – the first and only nationwide spelling contest for all primary and secondary students in the country.

8 August
Primeworks Studios is launched.

8 November
Gua.com.my is the first entertainment and lifestyle portal to introduce Live Video Chat session for fans with artists and celebrities.

2009

19 January
Radio Networks expands with the addition of one FM.

28 March
In support of Earth Hour 2009, for the first time ever in television broadcasting history, 8TV shuts down television transmission from 8.30 p.m. – 9.30 p.m. This transmission shutdown, done during our peak prime-time hour sends a strong message to all Malaysians about the need to slow down climate change.

1 October
Tabung Bencana NSTP-Media Prima is launched as a platform for the public to donate towards relief from major catastrophes, natural disasters and humanitarian crises.

2010

26 September
The ntv7 Golden Awards is launched – The 1st local Chinese TV Awards show and the most recognised and prestigious awards show in the Malaysian Chinese TV industry.

6 August
Tonton, Malaysia's premier video portal is launched.

7 October
Journalism on Campus (JOC) is introduced by NST, the first monthly English newspaper in the country to be produced by university students, assisted by university advisors and NST mentors. UiTM becomes the first higher institution of learning to embark on this programme with NST.

2011

12 April
"Ekspresi Remaja" – TV9 vision to inspire youth is further strengthened through this on-ground event held at selected universities. Youth are given the platform to express themselves through music, education and entrepreneurship.

3 July
ntv7 introduce the *Feel Good Run*. A charity-driven mass run that includes participation from the public and artistes.

2012

2 January
Hot FM launches regional stations in Kelantan and Terengganu, featuring localised content and music.

29 January
Anugerah Juara Lagu ke-26 (AJL 26) garners more than 6.5 million viewers, a record breaking feat for an entertainment/award live show of its kind.

15 February
Rising Sun Over Malaya premieres, Primeworks Studios' first HD production for History Channel Asia, a joint effort with FINAS and Novista.

21 February
NST becomes Malaysia's first talking newspaper. A QR code is placed within articles in the newspaper which enables readers to listen a recording of the article or advertisements.

12 April
Big Tree Outdoor – First "art gallery" at an LRT station (Masjid Jamek) by Samsung Galaxy Note.

30 June
TV9 launches GIG Triple Play – 3 bands, 2 countries, 1 stage! Phenomenal performances by 3 youth bands (Bunkface, Hujan and Nidji) to reward its viewers.

12 July
BH enters the Malaysia Book of Records for the longest running entertainment show – *Anugerah Bintang Popular Berita Harian 2011.*

3 September
Super Kampung Style a parody by Fly FM presenters reaches more than 1 million views on YouTube.

15 September
The first LED trimmed lightboxes in the country are rolled-out at the KLCC Convention Centre – KL Pavilion Elevated Walkway.

22 October
ntv7 premiers Malaysia's first ever music show on a rooftop featuring 14 local favourite artistes.

8 December
Istanbul Aku Datang, a romantic comedy film jointly produced by Grand Brilliance and Red Films, is released and becomes the first Malaysian movie trend on Twitter Malaysia on the first day of cinema release a feat that occurs three times during the first week of release.

2013

2 March
ntv7 *Bella Awards* – the nation's first awards show dedicated to celebrating the achievements of women.

3 March
TV3 launched Bintang Mencari Bintang which become the No.1 comedy reality show in the country.

5 March
Collection for *Tabung Wira Lahad Datu* reaches RM5.5 million within 7 weeks of its launch and eventually closes at RM9.4 million on 7th May 2013.

29 March
NST organises the first *Business Times Insight Series*, a quarterly breakfast talk aimed at providing a platform for intellectual discourse on various issues.

6 May
Harian Metro records a sale of 602,005 copies a day after the 13th General Election.

20 May
KIL and *Penanggal*, two of Primeworks Studios Sdn Bhd movies makes its debut in Marche du Film Cannes, ahead of their local release.

1 – 2 June
Harian Metro organises the first leg of *Harian Metro Mountain Bike GP 2013* in Putrajaya. The event is subsequently held in four other locations across Malaysia.

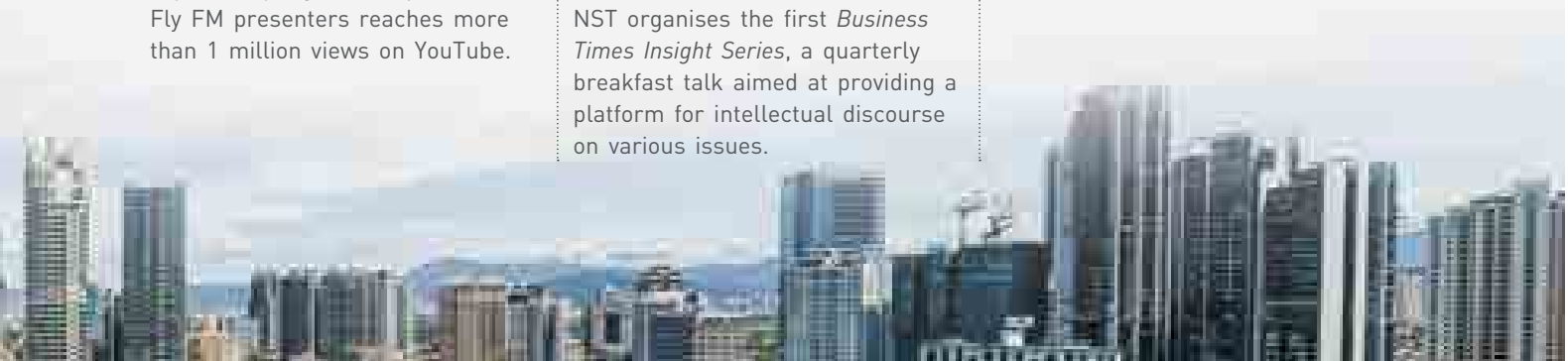
27 June
Big Tree Outdoor launches its first synchronised digital screens in Bukit Bintang.

16 September
NSTP Augmented Reality are application is launched for all of its three newspapers.

30 November
Hot FM welcomes it's 1 millionth follower on twitter.

22 December
The finale of *Project Metro* – a reality programme co-organised by Harian Metro, TV3, Hot FM and Tonton – is successfully held.

31 December
Tonton.com.my registers 3.5 million users in Quarter 4, 2013.



Corporate Structure

Television Broadcasting — 100% — Sistem Televisyen Malaysia Berhad

Print Media — 98% — The New Straits Times Press (Malaysia) Berhad (NSTP)

Out-of-Home — 100% — Big Tree Outdoor Sdn Bhd

Radio — 100% — Synchrosound Studio Sdn Bhd

Content — 100% — Primeworks Studios Sdn Bhd

Digital Media — 100% — Alt Media Sdn. Bhd

100% CH-9 Media Sdn Bhd

100% Natseven TV Sdn Bhd

100% Metropolitan TV Sdn Bhd

New Straits Times

BH Berita Harian

Metro

100% Kurnia Outdoor Sdn Bhd

100% The Right Channel Sdn Bhd

100% Gotcha Sdn Bhd

100% UPD Sdn Bhd

100% Max - Airplay Sdn Bhd

80% One FM Radio Sdn Bhd

Grand Brilliance

MONKEY BONE

The 8unit

100% Media Prima Content Services Sdn Bhd

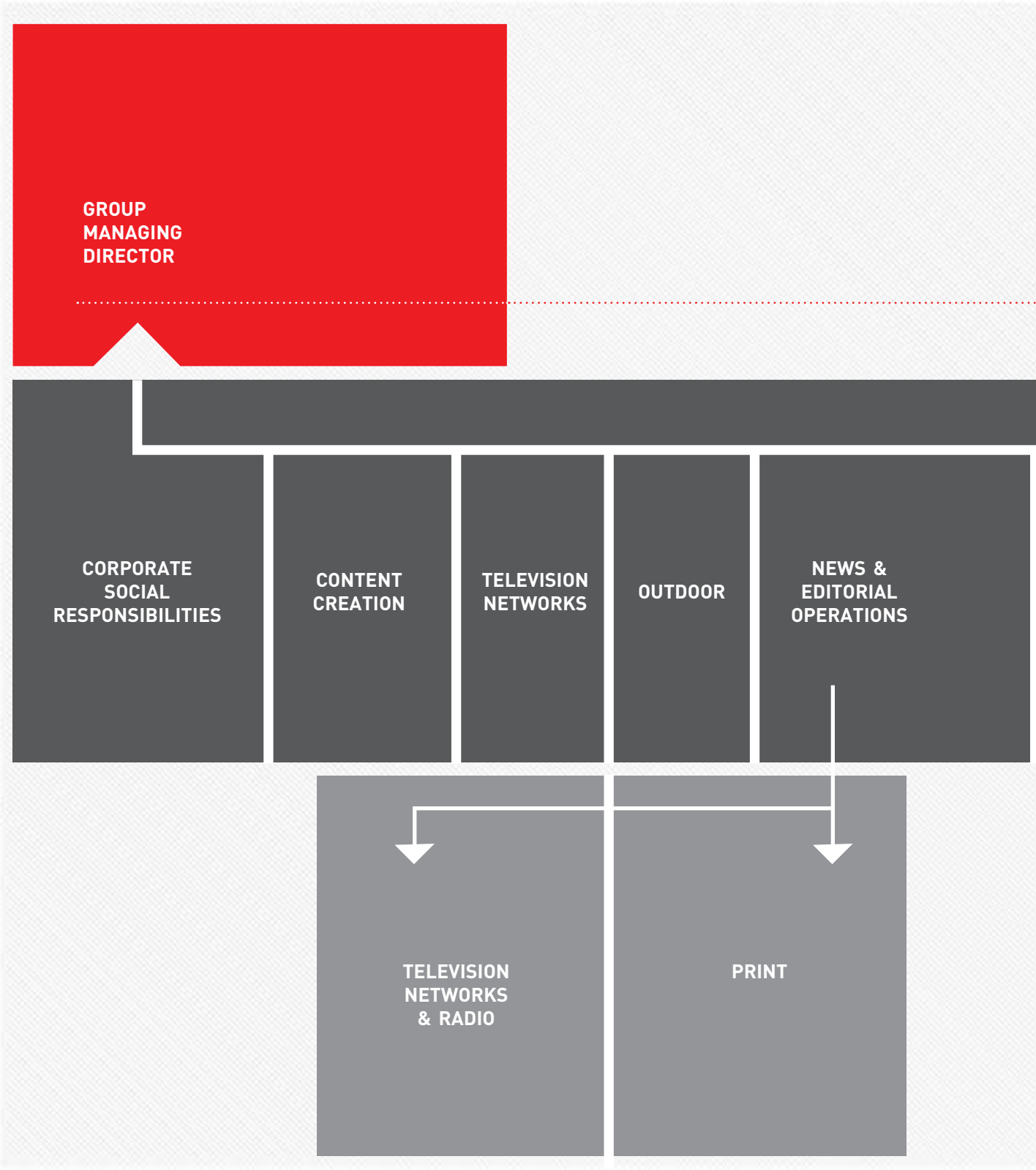
emas

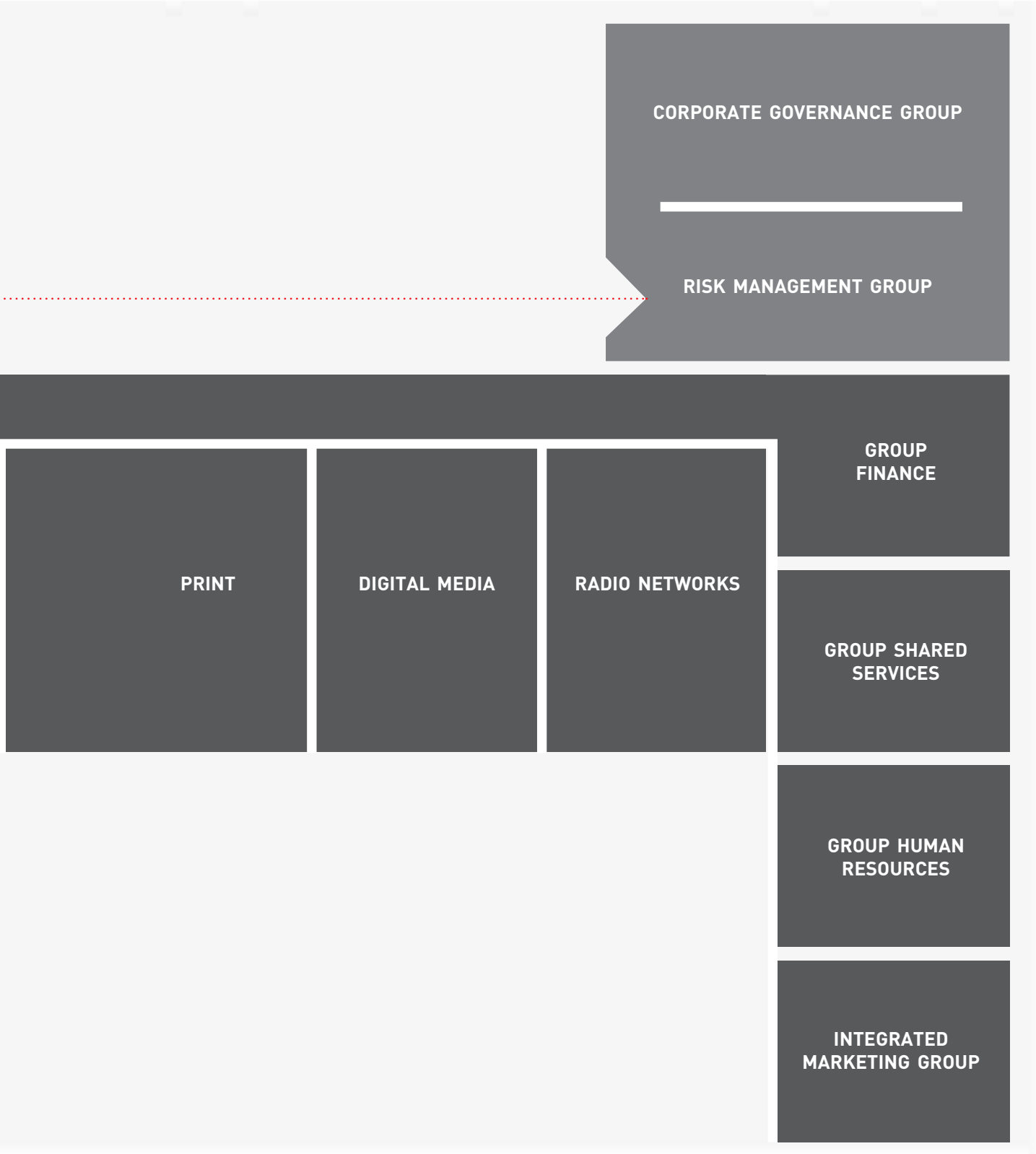
www.gua.com.my

www.tonton.com.my

www.seroja.com.my

Organisational Structure




CORPORATE GOVERNANCE GROUP
RISK MANAGEMENT GROUP
PRINT
DIGITAL MEDIA
RADIO NETWORKS
GROUP FINANCE
GROUP SHARED SERVICES
GROUP HUMAN RESOURCES
INTEGRATED MARKETING GROUP

Snapshots of 2013

6 January

The 27th Anugerah Juara Lagu was held in Stadium Putra Bukit Jalil. The program was viewed by more than six (6) million viewers worldwide.

12 – 27 January

8TV held its 9th *Anniversary 8Venture* in Kuala Lumpur and eight other states in Malaysia.

25 January

Anugerah Ikon Varsiti BH was initiated in 2012 to recognise the achievement of students in institutions of higher education who excel both in academic and co-curriculum activities. The award is open to students aged 18 to 35 and is divided into two categories; individual and group.

2 – 3 February

8TV's *178 CNY Roadshows* took place in ten separate locations, attracting an estimated 10,000 visitors.

16 February

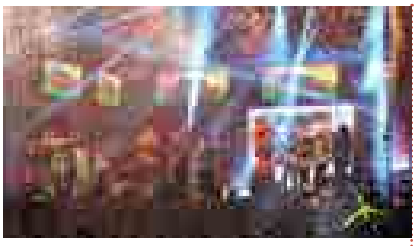
Konsert Ekspresi Harian Metro was held to celebrate the new-look of Harian Metro and the Federal Territory Day. The event entertained close to half a million readers.

2 March

ntv7 *Bella Awards* – the nation's first awards show dedicated to celebrating the achievements of women watched by 1.4 million viewers in Malaysia.

Snapshots of 2013

7 - 8 March



TV3 rolled out its signature annual event, *Karnival Jom Heboh*, in Terengganu. The event was subsequently held in several locations across Peninsular and East Malaysia, attracting hundreds of thousands of visitors.

12 March

NST spearheaded a live televised interview session. Conversation with the PM, which was aired on TV3 and several other channels in Malaysia.

29 March

NST organised the first *Business Times Insight Series* quarterly breakfast talk show aimed at providing a platform for intellectual discourse on various issues.

1 April

TV9 and Hot FM collaborated to launch reality show *Versus 2*, which went on to secure more than one billion impressions on social media platforms.

7 April

The award ceremony for *Anugerah Bintang Popular BH* was successfully held and watched by 6.5 million viewers.

7 April

A prestigious People's Choice Awards show that is held annually to recognise various artistes and personalities in the entertainment industry.

1 – 2 June

Harian Metro organised the first leg of *Harian Metro Mountain Bike GP 2013* in Putrajaya which was attended by an estimated 1,500 participants. The event was subsequently held in four other locations across Malaysia.

2 June

ntv7 made its way into *The Malaysia Book of Records* for holding the largest gathering for pregnant women at the *Bella Bundle of Joy* event.

9 June

18 local students received awards under *Anugerah Pelajar Cemerlang BH*, an event organised by BH to inspire academic excellence amongst students.

Snapshots of 2013

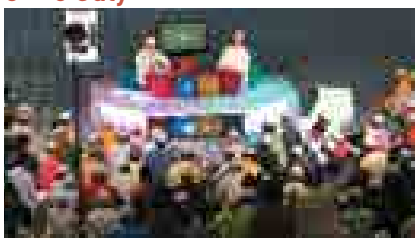
16 June

NST successfully held the *New Sunday Times Motor Hunt* which was participated by over 1,000 contestants and sponsored by some of the most renowned brand names in Malaysia.

27 June

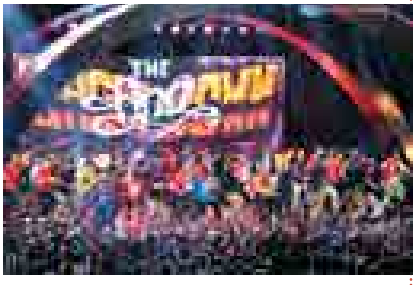
Big Tree launched the Cubig Digital Series, a futuristic out-of-home digital screen and the first-of-its-kind in Malaysia.

5 – 6 July



TV9 family-oriented *Raudhah di Hatiku* carnivals were held within the vicinities of mosques across Malaysia.

6 July



The nation's most prominent dancers danced off at *The Final Showdown*, which was broadcasted "live" on 8TV from Stadium Negara.

7 July

ntv7 *Feel Good Run* successfully attracted over 5,700 runners, and involved the highest number of celebrity participants in a mass run.

29 July – 1 August

During *Gempak Ramadan Harian Metro*, Harian Metro crews distributed 4,000 meals and goodie bags to city dwellers caught in trafic congestion in the spirit of giving and sharing.

28 August

NST – Shell Rimula Truck of the Year 2013 Awards gave out 11 awards to acknowledge the top vehicles and manufacturers in the local commercial vehicles industry.

29 August

KL Zombi, produced and distributed under Primeworks' Grand Brilliance label, premiered screening and the film grossed RM2.76 million at the box office.

14 September

In conjunction with the Mid Autumn Festival, 8TV hosts and celebrities entertained tens of thousands of visitors at Berjaya Times Square during the *8TV Chinese Carnival*.

Snapshots of 2013

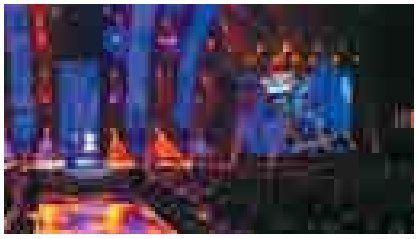
14 – 16 September

20,000 Melaka Wonderland tickets were given out to loyal BH readers during the *Riang Ria Bersama BH* redemption campaign.

26 October

600 food hunters took part in *Life & Times Travel KL Fabulous Food 1Malaysia Hunt 2013*, a food explorace organised by NST with the Ministry of Tourism.

9 November



The fourth *Shout! Awards* was held by 8TV to recognise the movers and shakers of Malaysia's music, television, film and radio arenas.

25 – 26 October

TV9, TV3 and Media Prima Digital joined forces to organise *Raudhah Aidiladha* in Kelantan, which was attended by 30,000 visitors.

28 November

15 Best-in-Class car models were announced at the *NST-Maybank Car of the Year Awards*, an event endorsed by the Malaysian Automotive Association.

11 – 22 December

The 27th Southeast Asian Games in Myanmar was successfully broadcasted to Malaysian viewers.

22 December

The finale of *Project Metro* – a reality programme co-organised by Harian Metro, TV3, Hot FM and Tonton.

17 November

The Business Times Golf Invitational 2013 was organised by Business Times, the financial & economic section of NST. Influential corporate figures took part in this tournament.

5 December

Prime Minister Y.A.B. Datuk Seri Najib Tun Abdul Razak launched a 150-page coffee table book titled "Tun Razak Dedication & Integrity" published by NSTP. The launch was held at Putra World Trade Centre.

Awards and Recognition

MEDIA PRIMA BERHAD

Asiamoney Awards 2013

- Best Overall for Corporate Governance
- Best for Disclosure and Transparency
- Best for Responsibilities of Management and the Board of Directors
- Best for Investor Relations

Human Resources Excellence Awards 2013

- Silver Award for the Excellence in Graduate Programme
- Bronze Award for the Excellence in Employee Work Life Balance
- Bronze Award for the Excellence in Employee Development

Malaysia – ASEAN Corporate Governance Index 2013 (MSWG)

- Corporate Governance Industry Excellence Award – Consumer Services

ACCA Malaysia Sustainability Reporting Awards 2013

- Best Sustainability Report Award

National Annual Corporate Report Awards 2013 (NACRA)

- Platinum Award for the Best Corporate Social Responsibility Reporting Award

PRIMEWORKS STUDIOS

World Media Festival 2013

- Gold intermedia – globe (Documentaries: Station Image Promotion category) – Brotherhood CNY
- Silver intermedia-globe (Documentaries: Culture category) – *1Malaysia Rasa Sayang*
- Silver intermedia-globe (Entertainment: Music Clips category) – Free Palestine with Aizat
- Silver intermedia-globe (Sales Promotions: Events category) – Golden Awards

49th Chicago International TV Awards

- Silver Plaque (Travel Series) – Hip Hoppin' Asia
- Certificate of Merit (Game Show Series) – Switch Off

Asean International Film Festivals & Awards 2013

- Best Action Film – *Songlap*
- Best Comedy Film – *Istanbul Aku Datang*
- Best Actor – Shaheizy Sam *(Songlap)*

Festival Filem Malaysia ke-25

- Best Cinematography – Haris Hue Abdullah *(Songlap)*
- Best Editing – Wong Hui Lynn *(Songlap)*
- Best Supporting Actor – Syafie Naswip *(Songlap)*
- Best Supporting Actress – Normah Damanhuri *(Songlap)*

Anugerah Blockbuster 2

- *Tuan Direktor Terhebat* – Syamsul Yusof *(Jalan Kembali – Bohsia 2)*
- *Watak Penjahat Terbaik* – Sofi Jikan *(Jalan Kembali – Bohsia 2)*

Hadiah Kewartawanan Malaysia – MPI Petronas 2012

- Best Documentary Video
  Majalah 3 – *Badang Kinabalu*
  Producer: Za'im Helmi bin Zainal

Anugerah PROFIMA 2013

- Best Film – Sembunyi
- Best Director – Kabir Bhatia *(Sembunyi)*
- Best Film Editor – Adilan Azemi/Kabir Bhatia *(Sembunyi)*
- Best Art Director – Mazalan Zulkifli *(Sembunyi)*
- Best Continuity – Ikha Yusof *(Sembunyi)*
- Best Make Up – Syahrul Mazlan *(Sembunyi)*
- Best Audio – Albert Richard *(Sembunyi)*
- Best Key Grip – Mohd Yunus Md Napiah *(Sembunyi)*
- Best Focus Puller – Ismail Abu Bakar *(Sembunyi)*
- Best Gaffer – Halem Shaari *(Sembunyi)*

Anugerah PROFIMA 2013

- Best Prop Master – Halil Husaini *(Sembunyi)*
- Best Trailer Editor – Mohamad Shahriza Che Din *(Sembunyi)*
- Best Producer – Gayatri Su-lin Pillai/Tengku Iesta Tengku Alaudin *(Penanggal)*
- Best Cinematography – Raja Mukhriz Raja Ahmad Kamaruddin *(Penanggal)*
- Best Costume – Nasirah Ramlan *(Penanggal)*
- Best Special Effects Make Up – Ella Sandera *(Penanggal)*
- Best Visual Effects – Chin FX *(Penanggal)*
- Best Production Manager – Zaidi Mat Zin *(Penanggal)*
- Best Steady Cam Operator – Haris Hue Abdullah *(Istanbul Aku Datang)*
- Best Set Dresser – Nawwar Syukiriah/Nurul Liyana/ Rozanna Ariff (KIL)

Anugerah Lawak Warna

- Best Comedy Film – *Istanbul Aku Datang*
- Best Comedy Director (Film) – Bernard Chauly *(Istanbul Aku Datang)*
- Best Comedy Actress (Film) – Lisa Surihani *(Istanbul Aku Datang)*
- Best Screenplay (Film) – Rafidah Abdullah *(Istanbul Aku Datang)*
- Best Script (Film) – Mamat Khalid *(Rock Oo)*

Rotary Club of Bandar Sunway (RCBS)

- Vocational Service Award 2013 – *Wanita Hari Ini*

Jabatan Penjara Malaysia

- *Anugerah Penerbit Eksekutif Pilihan* – Siti Hatija Yusof
- *Anugerah Media (Kategori Dokumentari)* – Gan Bock Khim

Jabatan Bomba dan Penyelamat Malaysia

- ***Pingat Cemerlang Bomba***
  Awarded to **Said Abdullah Thani** for his contributions to the department through his works on *MHI*, *Detik Tragik* and *KES*

- ***Sijil Penghargaan Bomba***
  Awarded to **Mohd Izwan Ibrahim** for his contributions to the department through his works on MHI

Awards and Recognition

THE NEW STRAITS TIMES PRESS

Sabah Tourism Award 2013

- Best Tourism Article – Roy Goh, NST Sabah Bureau Chief

Petronas Mayor Press Award 2013

- Best English Feature – silver award – Roy Goh (NST)
- Best Photography Award – second place – Erdiehazzuan Ab Wahid (NSTP)
- Best Photography Award – third place – Malai Rosmah Tuah (NSTP)
- Best Bahasa Malaysia Feature – silver award – Norasikin Daineh (HM) – Erdiehazzuan Ab Wahid (NSTP)
- Best Bahasa Malaysia News Reporting – bronze award – Thaddius Unnip (BH)

Malaysian Press Institute – Petronas Malaysian Journalism Awards 2013

- Kajai Award – Sophia Ahmad
- Best Commentary/Columnist/Critique Category (BH) – Dato' Zainul Arifin Mohammed Isa, (Media Prima Digital)
- Best Photo Journalism Category – Khairul Mazzaman Ghazali (NSTP)
- Best International Reporting Category – Tuan Mohamad Asri Tuan Hussein (HM)
- Best Investigative Journalism Category – Farrah Naz Abd Karim (NST)
- Best News Report Category – Farrah Naz Abd Karim & Iskandar Alang Bendahara (NST)

Marketing Excellence Award 2013 (Kuala Lumpur)

- Excellence in Media Strategy – Silver – Berita Harian Revamp Campaign 2012
- Excellence in Corporate Social Responsibility – Bronze – *Titipan Kasih Harian Metro*

Anugerah Pengurusan Kecemerlangan Global (GEMA)

- *Anugerah Kecemerlangan Dalam Pengurusan Media* – The New Straits Times Press (M) Berhad

Pingat Kedaulatan Negara (National Sovereignty Awards)

- **Journalists (New Straits Times)**
  - Avila Geraldine Samuel Chong, Farrah Naz Abd Karim, Jassmine S. Shadiqe, Lee Shi-Ian, Muhamad Shahir Othman, Muzliza Mustafa, Noor Hazwan Hariz Mohd, Roy Goh
- **Journalists (BH)**
  - Amin Ridzuan Ishak, Hasan Omar, Nor Azizah Mokhtar, Nor Fazlina Abd Rahim, Safeek Affendy Razali, Suzianah Jiffar, Thaddius Unnip
- **Journalists (Harian Metro)**
  - Fardy Bungga, Junaidi Ladjana, Mohd Razlan Mat Salleh, Muhaamad Hafis Nawawi, Yusri Abdul Malek
- **Photo Department NSTP**
  - Edmund Samunting, Effendy Abd Rashid, Fathil Asri, Malai Rosmah Tuah, Mohd Radzi Bujang, Osman Adnan, Zunnur Al-Shafiq Suadam

WAN-IFRA Asian Media Awards

- Best Photo-Journalism (Bronze) – Aizuddin Saad

Anugerah Kewartawanan Terengganu (KAWAT) – ExxonMobil 2013

- *Penulisan Terbaik* – Ahmad Rabiul Zulkifli (HM)
- *Penulisan Berita Sukan Terbaik (Naib Juara)* – Aznida Alias (BH)
- *Penulisan Berita Ekonomi Terbaik (Naib Juara)* – Baharom Che Bakar (BH)
- *Foto Terbaik (Tempat Kedua)* – Tengku Mohd Syamim Tengku Ismail (NST)

Bandar Sunway Rotary Club Vocational Service Award 2013

- English Category – Lavanya Lingan (NST)
- Bahasa Melayu Category – Rahayu Mohd Salleh (HM)
- *Anugerah Media Bahasa Melayu* – Harian Metro

Kenyalang Shell Award 2013

- *Anugerah Kewartawanan Kenyalang* (Third Prize) – Misiah Taib (BH) – M Hifzuddin Ikhsan Did Nek Kamal (BH)
- *Anugerah Wartawan Harapan* – Rabiatul Adawiyah Ismail (HM)
- *Anugerah Laporan Berita (Tempat Ketiga)* – Rabiatul Adawiyah Ismail (HM)
- *Anugerah Kewartawanan Alam Sekitar* – Rabiatul Adawiyah Ismail (HM)
- *Anugerah Laporan Sukan (Tempat Pertama)* – Alias Rani Abdul Rani (HM)

Kinabalu Shell Press Awards 2012

- Most Promising Young Journalist Award – Junaidi Ladjana (HM)
- Sports Journalism Award (Bahasa Malaysia category) – Mohd Izham Unnip Abdullah (BH)
- News Reporting Award (Bahasa Malaysia category) – Poliana Sidom (BH)
- News Reporting Award (Bahasa Malaysia category) Merit – Mohd Izham Unnip Abdullah (BH), Suzianah Jiffar (BH)
- Journalism Award (Bahasa Malaysia category) Merit – Zunnur Al-Shafiq Suadam (NSTP)
- Best Photograph for News Stringers – Riaty Abada (HM)
- Best Photograph for News Stringers Merit – Mohd Adam Eussoffefuddin (NSTP), Ruslan Lusi (NSTP)
- Journalism Award (English language category) Merit – Roy Goh (NST)
- News Reporting Award (English language category) Merit – Roy Goh (NST)
- Best News Photograph Award Merit – Malai Rosmah Tuah (NSTP)

TELEVISION NETWORKS

TV3

Ministry of Health Media Awards

- Awarded to Nurulhuda Abdul Aziz. Health Journalism (Television) Category

ntv7

Putra Brand Awards

- Bronze Award – Media & Entertainment Category

World Media Festival 2013! In Germany

- Golden Awards – Intermedia-Globe SILVER in Sales Promotions: Events – Sales Promotions: Event (Chinese Entertainment Industry Event)

The Malaysia Book of Records

- Bella Bundle Of Joy – Baby Shower: "Largest Gathering of Pregnant Women" – Event

Shanghai TV Festival

- Lucky Bowl 1 & 2 – Shortlisted as Top 10 Finalist – Movie for TV

Sichuan TV Festival "Gold Panda" Awards

- The Descendant – Shortlisted as Finalist – Drama

Asian Television Awards 2013

- Coby Chong (Summer Brothers) – Most Honoured with the Highly Commended Title for "Best Actor in a Leading Role"

Anugerah Skrin

- Bella won *Bual Bicara Terbaik*/The Best Talk Show – *Penerbitan Dalaman* (Non Drama)

8TV

World Media Festival in Germany

- *Brotherhood CNY* – **Intermedia-Globe GOLD in Documentaries: Station Image Promotion**
- *1 Malaysia Rasa Sayang* – **Intermedia-Globe SILVER in Documentaries: Culture**

49th Chicago International Film Festival Television Awards

- Hip-Hoppin' Asia – Silver Plaque (Travel Series)

Putra Brand Awards

- Silver Award – Media & Entertainment Category

Asian Television Awards 2013

- Best Theme Song – The Beat (Song Title: Serra Feilla)

TV9

49th Chicago International TV Awards

- Certificate of Merit – Switch Off (Game Show Series)

Anugerah Media Kementerian Kesihatan Malaysia 2013

- *Anugerah Kewartawanan Kesihatan Terbaik Kementerian Kesihatan 2013 – Remidi (Kategori Televisyen)*

Shout! Awards

- Favourite TV Programme Award – Versus 2

Anugerah Lawak Warna

- Best Comedy Actress – Jasmin Hamid (*Bila Joyah Masuk TV*)

RADIO NETWORKS

Anugerah Bintang Popular Berita Harian 2013

- Fara Fauzana and Faizal Ismail won the Most Popular Radio Announcer Female and Male (respectively)

The Shout! Awards 2013

- Fara Fauzana Won the Coolest Radio Announcer

BIG TREE OUTDOOR

Advertising and Marketing Magazine 2013

- Out-of-Home Media Company of the Year 2013

Media Prima
in the News

MPB dipilih promosi peluan pelaburan
Big Tree lancar papan iklan digital
Media Prima menang 7 hadiah utama
Tabung NSTP-Media Prima dapat sambutan
Menang 5 anugerah KAWAT-ExxonMobil
Pendapatan Media Prima berkembang 8 peratus
NSTP terima anugerah GEMA

5-Year
Financial Highlights

	Year ended 31 Dec 2013 RM'000	Year ended 31 Dec 2012 RM'000	Year ended 31 Dec 2011 RM'000	Year ended 31 Dec 2010 RM'000	Year ended 31 Dec 2009 RM'000
OPERATING RESULTS					
Revenue	**1,722,943**	1,697,845	1,622,133	1,546,643	744,029
Profit Before Taxation	**289,981**	282,945	277,742	295,311	275,844
Net Profit After Taxation	**216,416**	211,312	208,578	249,026	194,800
Net Profit Attributable to Owners of the Parent	**214,165**	209,312	206,585	242,294	194,800
Non-Controlling Interests	**(2,251)**	(2,000)	(1,993)	(6,732)	–
KEY DATA OF FINANCIAL POSITION					
Total Assets	**2,606,662**	2,668,170	2,463,615	2,235,118	2,085,714
Total Borrowings	**499,366**	682,746	503,597	550,360	595,139
Share Capital	**1,100,529**	1,079,692	1,068,151	1,006,696	945,346
Shareholders' Equity*	**1,656,429**	1,547,290	1,443,459	1,227,150	958,107
Earnings Per Share (sen) (Basic)**	**19.62**	19.45	19.68	24.58	22.71
FINANCIAL RATIOS					
Return on Shareholders' Equity (%)	**13%**	14%	14%	20%	20%
Return on Total Assets (%)	**8%**	8%	8%	11%	9%
Net Assets Backing Per Share (RM)	**1.51**	1.43	1.35	1.22	1.01
Gearing Ratio	**0.30**	0.44	0.35	0.45	0.54
Interest Cover Ratio	**12.0**	11.3	9.7	10.1	12.3
Dividend Per Share (Sen)***	**14.0**	13.0	16.0	10.0	10.0
Number of Employees	**4,654**	4,721	4,680	4,793	4,605

* *Shareholders' Equity: Share Capital + Share Premium + Other Reserves + Retained Earnings/(Accumulated Losses)*

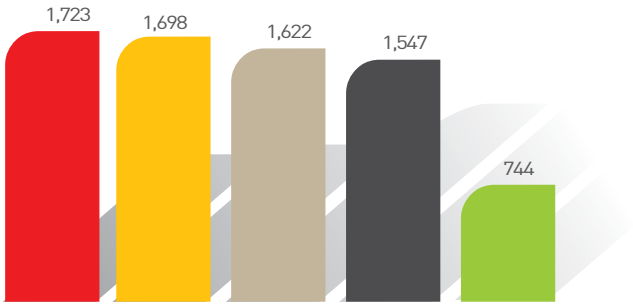
** *Earnings per Share (Basic): Net Profit After Taxation and Minority Interests of RM214,165,000 (2012: RM209,312,000) and the weighted average number of ordinary shares in issue of 1,091,669,000 (2012: 1,076,324,000)*

*** *Dividend per share is total dividend declared for the respective financial year*

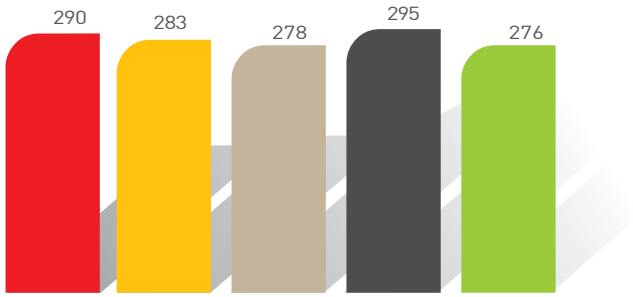
5-Year Growth Summary

RM in millions

Group Revenue +1%

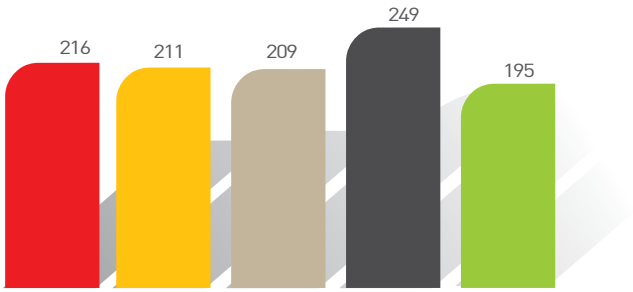


Group Profit Before Taxation +2%

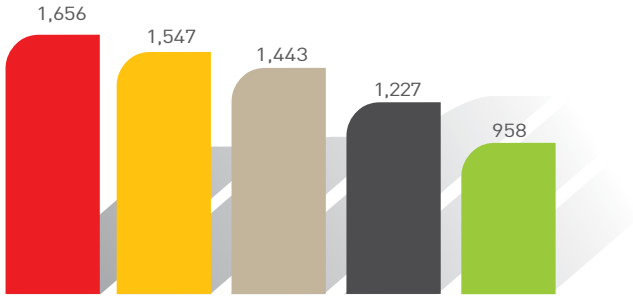


RM in millions

Net Profit After Taxation +2%

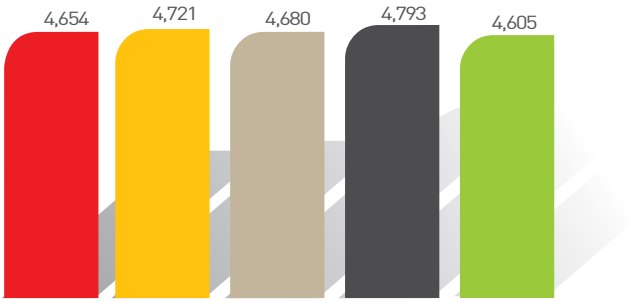


Group Shareholders' Equity +7%



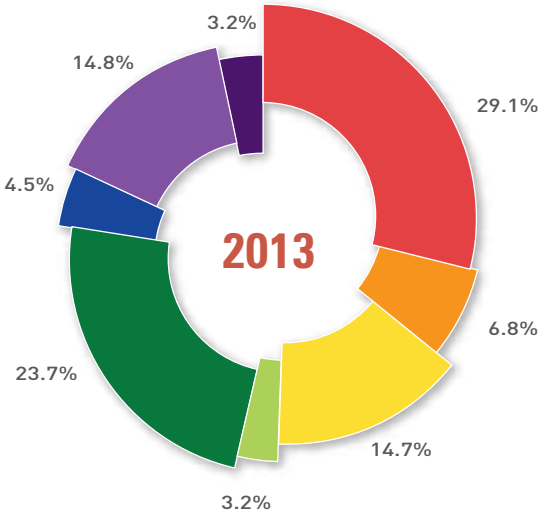
No. of Employees

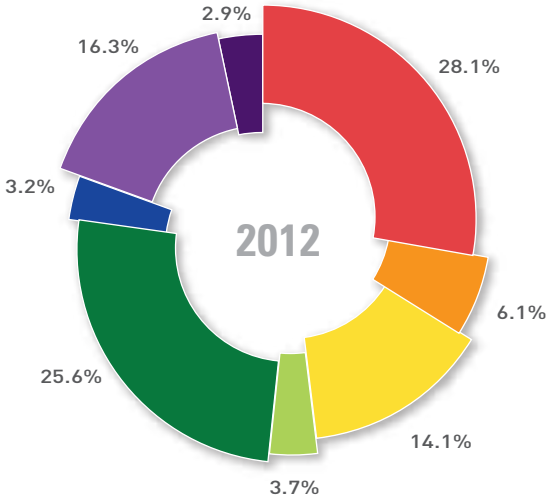
Group Employees -1%



Simplified Group

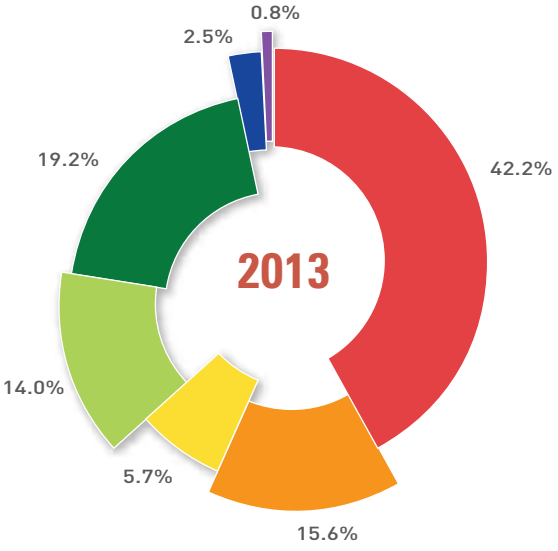
Statement of Financial Position

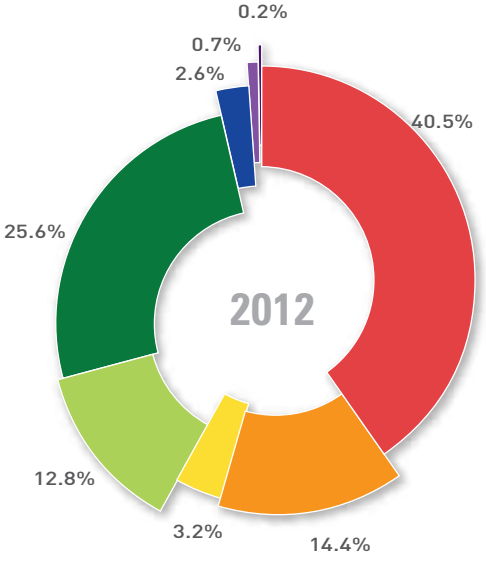




TOTAL ASSETS

- Inventories
- Intangible Assets
- Deposits, Cash and Bank Balances
- Trade and Other Receivables
- Associates
- Deferred Tax Assets
- Property, Plant and Equipment
- Other Assets



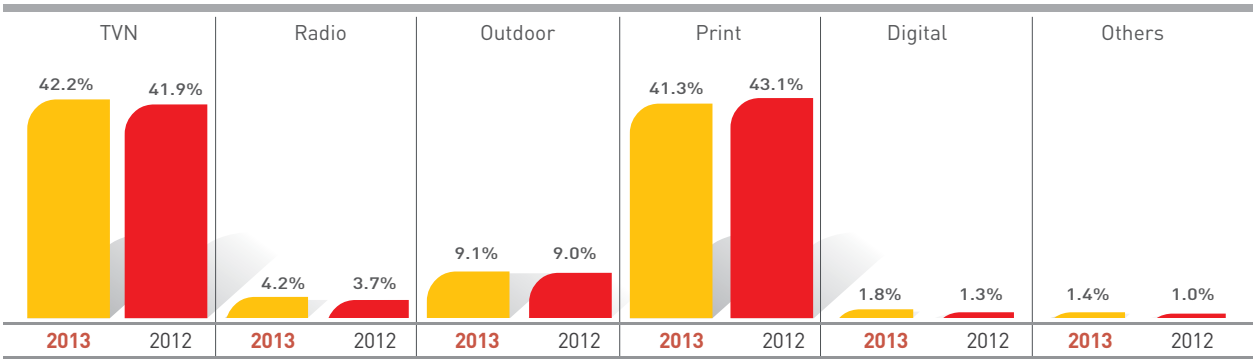


TOTAL LIABILITIES & EQUITY

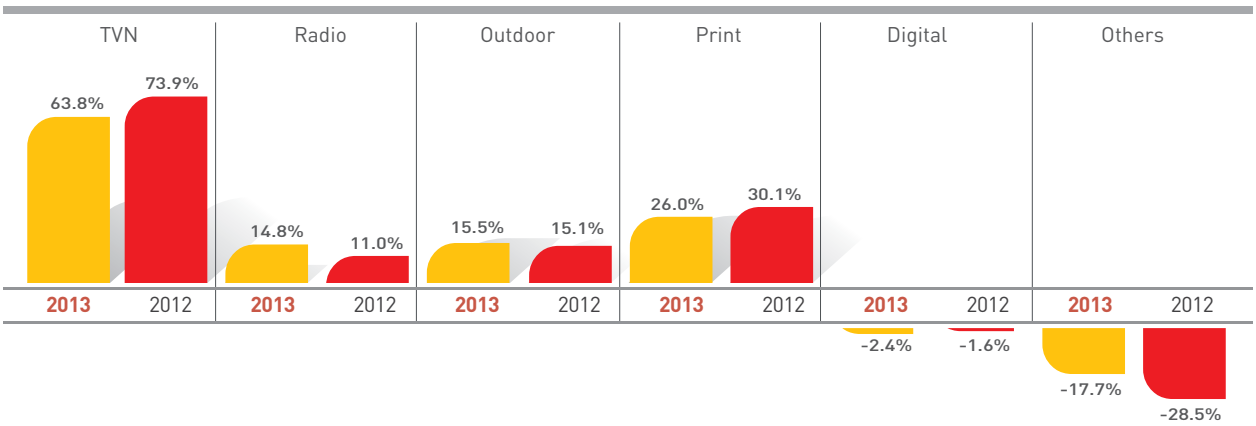
- Deferred Tax
- Other Reserves
- Borrowings
- Non-controlling Interest
- Share Premium
- Trade and Other Payables
- Share Capital
- Others

Segmental Analysis

Segment Operating Revenue for the Financial Year Ended 31 December



Segment Profit After Tax for the Financial Year Ended 31 December

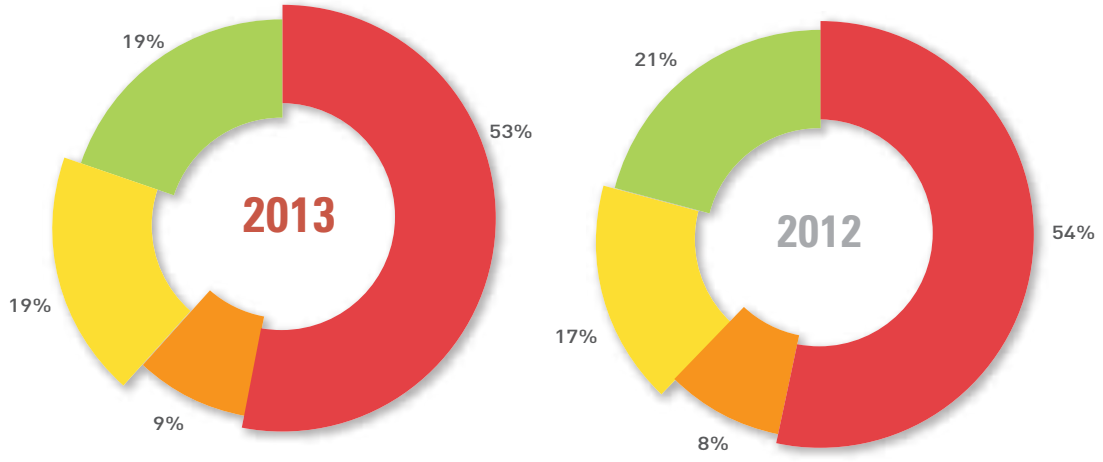


Statement of

Value Added & Distribution of Value Added

	FYE 2013 RM'000	FYE 2012 RM'000
Revenue	**1,722,943**	1,697,845
Royalties	**(2,870)**	(3,847)
Operating Expenses	**(900,015)**	(851,973)
Other Operating Income	**21,125**	11,701
Finance Income	**15,322**	9,141
Finance Cost	**(26,253)**	(27,451)
Share of Result of an Associate	**9,238**	7,926
Gain on Disposal of Subsidiary Held for Sale	**–**	334
Value Added for Distribution	**839,490**	843,342
Distribution of Profits		
1. To Employees – Employee Cost	**446,342**	455,690
2. To Government – Taxation*	**73,565**	71,967
3. To Providers of Capital		
– Dividend to Shareholders	**160,381**	141,321
– Dividend to Non-Controlling Interest	**1,788**	448
4. Retain for Reinvestment and Future Growth		
– Depreciation, Impairment and Amortisation	**101,167**	102,373
– Retained Profit	**56,247**	71,543
Total Distributed	**839,490**	843,342

** Includes deferred tax assets recognised on unutilised tax incentives as disclosed in Note 23 to the financial statements*

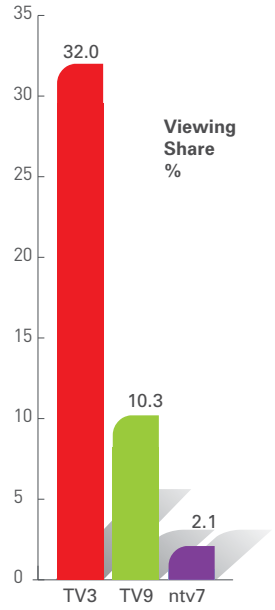


DISTRIBUTION OF VALUE ADDED

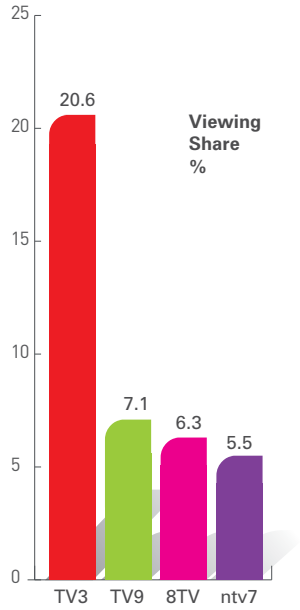
Employees · Shareholders · Government · Retain for Reinvestment and Future Growth

Viewership, Listenership & Readership Data

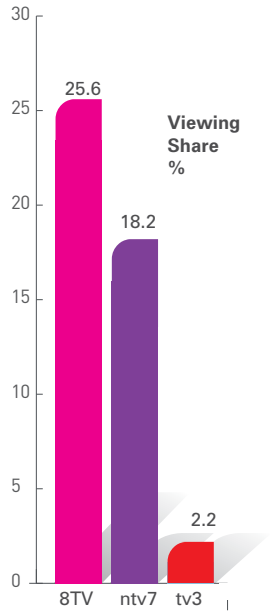
Malay Audience Age 4 and Above
Jan-Dec 2013



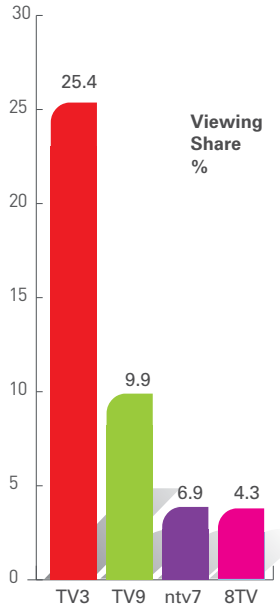
Urban Audience Age 4 and Above
Jan-Dec 2013



Chinese Audience Age 4 and Above
Jan-Dec 2013

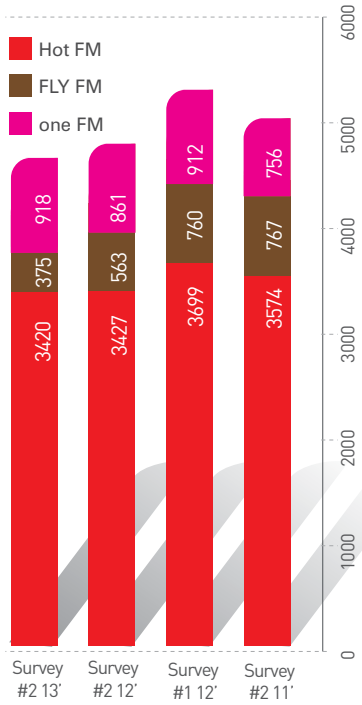


Kids Audience Age 4-14 Years
Jan-Dec 2013



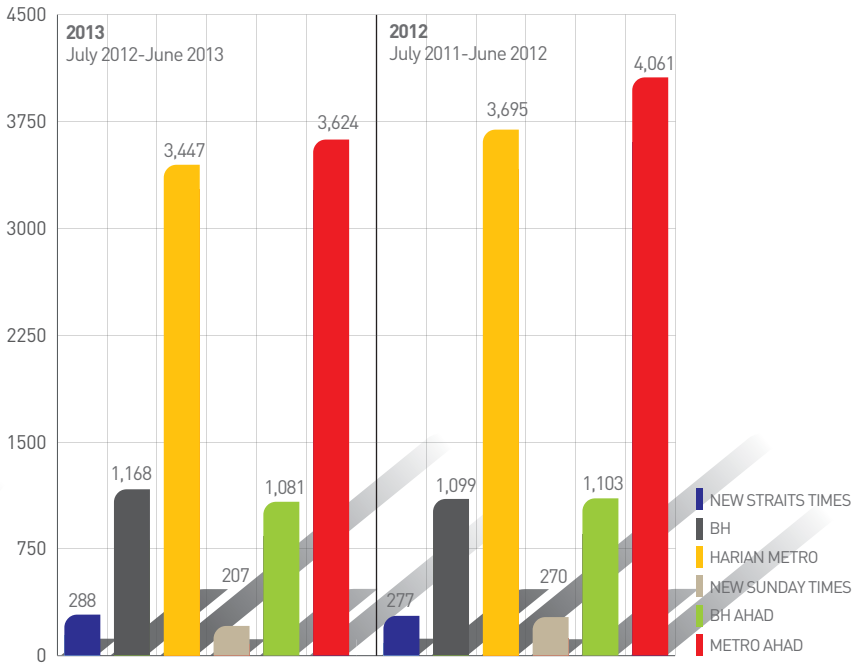
Source: Nielsen TV Audience Measurement

Listenership – Radio Network Reach (000's) All People 10+



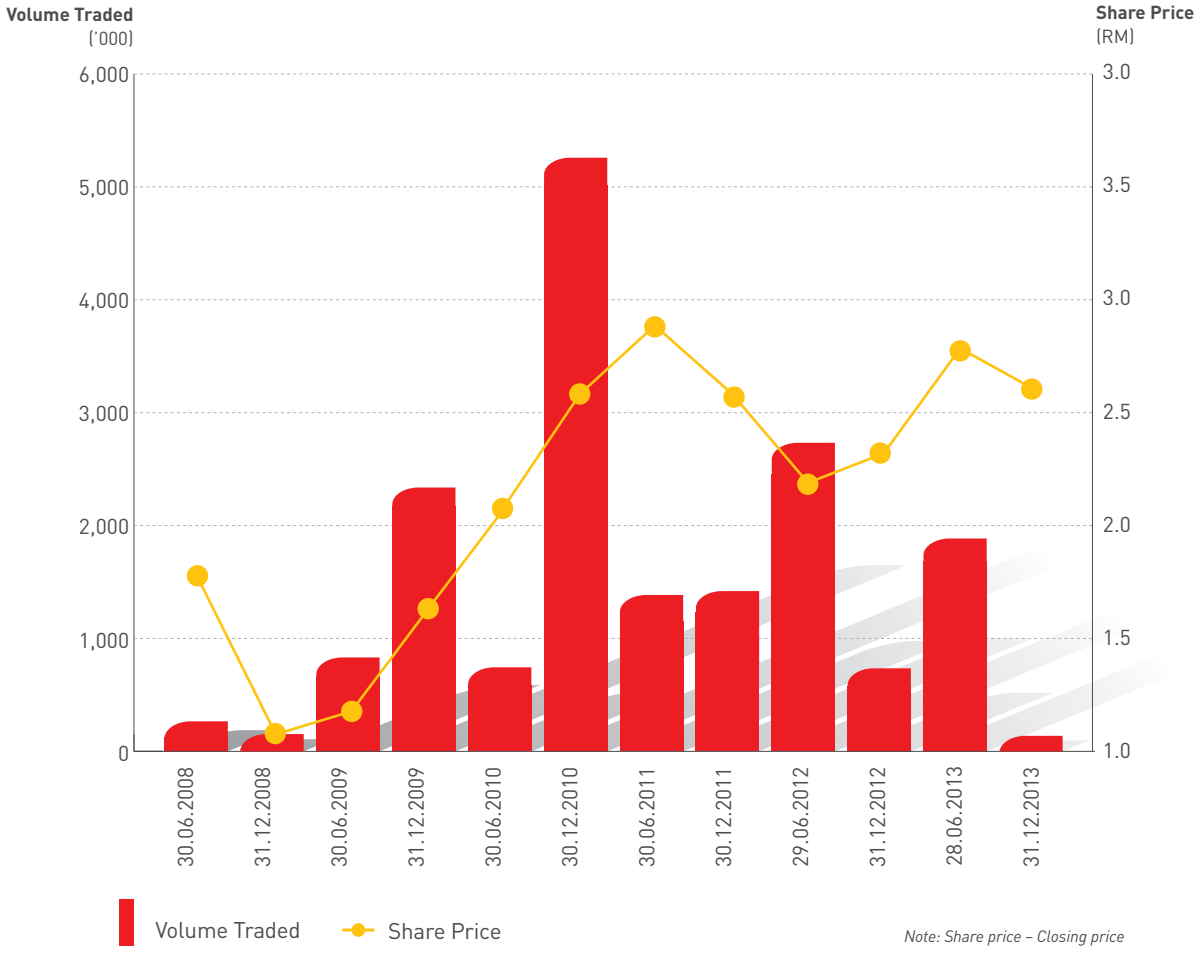
Source: Nielsen Radio Audience Measurement

Total Readership Trend (000') All Adult 15+



Source: Q213 Jul2012-Jun2013 Nielsen Consumer & Media View
Source: Q212 Jul2011-Jun2012 Nielsen Consumer & Media View

Share
Price Chart



Note: Share price – Closing price

Date	30.06.2008	31.12.2008	30.06.2009	31.12.2009	30.06.2010	30.12.2010	30.06.2011	30.12.2011	29.06.2012	31.12.2012	28.06.2013	31.12.2013
Share Price (RM)	1.81	1.11	1.21	1.67	2.11	2.60	2.90	2.60	2.21	2.34	2.80	2.62
Volume Traded	265,800	153,000	831,800	2,336,900	744,500	5,279,700	1,385,000	1,419,500	2,733,200	735,500	1,885,300	137,600

Note: Share price – Closing price

Group
Financial Review

REVENUE
The Group's complete media offering and leadership position enables the Group to remain resilient and relevant by being able to offer comprehensive, customised and integrated solutions to the clients. Despite the challenging market environment, the Group recorded an increase of 1.2% in revenue to RM1.72 billion from RM1.70 billion which are mainly attributable to the increase in the Non Traditional Advertising revenue.

TV Networks
Despite stiff market competition, revenue for the TV Network rose by 2.0%. Content costs has also increased in line with the commitment to continue to invest in programmes.

Print Media
FY2013 proves to be a challenging year for Print Media as the revenue declined by 2.7% against last year to RM710.9 million.

Outdoor Media
Outdoor Media recorded 4.1% revenue growth with increased contributions from new and upgraded sites as well as revenue from digital screens. The Outdoor Media Division continues to offer innovative and creative advertising solutions that attract the attention of consumers.

Radio Networks
Higher sponsorship by the advertisers due to favourable market environment resulted in higher revenue by 16%. Overall radio industry adex showed an increase of 4.4% to RM468.6 million from RM448.8 million.

Digital Media
Advertising revenue from Digital Media has increased by a remarkable 34.8% due the take up of online advertising. Under Digital Media, the Group owns Tonton, the nation's premiere video portal and manages the country's leading newspapers online, New Straits Times, Harian Metro and Berita Harian.

Corporate and Other services
Corporate and Other services mainly comprises of corporate office, content creation and production services. The segment commanded an increase of 17.1% of revenue against FY2012 which was mainly contributed by the increased in content sales and fee from production services.

OPERATING EXPENSES
For the FY2013, the Group's operating costs increased by 2.6% primarily due to higher amortisation of programmes, films rights and production costs, increase in advertising and promotional expenses, and other direct costs offset by the lower employee benefits costs and newsprint and production cost.

Amortisation of programmes, film rights and album production costs
The Group amortisation on programmes and film rights has increased by 6.5% to RM197.6 million during FY2013 as a result of continuous investment in high quality contents while emphasising on local productions as well as ground events.

Newsprint and production cost
During the FY2013, the Print Media segment has managed to control its newsprint and production cost which contributed in lowering its cost to RM231.2 million from RM233.2 million.

Employee benefits costs
In the current financial year, employee benefits costs dropped by 2.1% to RM446.3 million as compared to RM455.7 million in FY2012. The fall was attributed to lower number of staff mainly due to retirements during the year. The Group's employee benefits costs accounted for 30.7% of total operating costs.

Depreciation
Depreciation dropped by RM0.9 million or 0.9% to RM97.6 million compared to RM98.5 million in the preceding financial year. Despite the higher addition of capital assets, the lower charges were due to assets that were purchase towards the end of the financial year resulting in depreciation charges to be lower.

TAXATION
For FY2013, the Group maintained an effective tax rate of 25.4% since FY2012. Included in tax expenses are tax savings of RM9.8 million from utilisation of group reliefs, an increase of 48.5% from RM6.6 million in FY2012.

TOTAL ASSETS
The Group's total asset decreased slightly by 2.3% to RM2,606.7 million, from RM2,668.2 million in the previous financial year mainly caused by the decrease in the Group's deposits, cash and bank balances in addition to the reduction in trade and other receivables.

Deposits, cash and bank balances
Deposits, cash and bank balances reduced by 9.4% to RM618.4 million from FY2012 due to the settlement of Term Loan of RM187.0 million during the financial year.

Trade and other receivables
Trade and other receivables were recorded at RM386.0 million representing a decrease of 11.3% compared to RM435.4 million in FY2012 as a result of improved collection during the financial year.

TOTAL LIABILITIES
The Group's total liabilities reduced by 15.5% to RM930.3 million, primarily due to lower borrowings.

Borrowings
The Group's borrowings reduced by 26.9% to RM499.4 million against preceding year end was attributed to the settlement of Term Loan amounting to RM187.0 million.

TOTAL EQUITY
The total equity had increased by 7.0% from RM1,566.7 million in FY2012 to RM1,676.3 million in FY2013 generally contributed by FY2013 profits net of dividends as well as the increase in share capital and share premium upon the exercise of Group Employee Share Option Scheme (ESOS) and warrants.

Earnings Per Share (EPS) and Return On Equity (ROE)
Due to the higher profit registered during the year, the basic EPS has increased from 19.45 sen per ordinary share in FY2012 to 19.62 sen per ordinary share in FY2013. As a result of higher weighted ordinary share in issue at the end of FY2013, ROE has reduced from 13.5% in FY2012 to 12.9% in FY2013.

Dividends
For FY2013, the Company has paid its first and second single-tier interim dividend of 3 sen per ordinary share on 30 September 2013 and 30 December 2013 respectively amounting to a total of RM65.9 million. The Board of Directors declared a third interim single tier dividend of 3 sen to be paid on 28 March 2014 to shareholders whose names appear in the Record of Depositors at the close of business on 10 March 2014. In addition, the Board of Directors has recommended a final single-tier dividend of 5.0 sen per ordinary share in respect of the financial year ended 31 December 2013. With the recommendation of the final single-tier dividend, total dividends for the current financial year are 14.0 sen per ordinary share, representing an estimated maximum net dividend payout ratio of 74.9% in line with the Company's revised dividend payout policy of between 60% to 80% of annual PATAMI.

Human Capital

Development

Media Prima has a deep and intrinsic link to good corporate responsibility. Our balanced ecosystem of corporate responsibility and sustainability positions us as a positive force in the communities in which we operate. Managing environmental and social risks both now and in the future drives sustainability and provides competitive advantage. As Malaysia's Leading Fully Integrated Media Company, our sustainability practices are about touching lives. Each business platform takes a proactive role in reaching out to its stakeholders and making a difference to their lives. The concept of sustainability at Media Prima encourages us to integrate sustainability into our core business.

Media Prima's enduring vision to create larger societal capital and subserve national priorities has powered a multi-pronged competitive strategy. The Company will enhance economic contribution; enable world-class benchmarked environmental practices; contribute to climate change mitigation and adaptation; and integrate societal value creation into its business models.

Media Prima wishes to maintain a reputation for integrity that is in keeping with its social responsibilities and position. It requires all employees to observe high ethical business standards of honesty and integrity. They should apply these values to all aspects of business and professional practices.

Local Hiring

Local hiring practices have been introduced in all operational offices, which provide proper notification of open positions. Selection is based on job criteria. At Media Prima, we understand the importance of hiring from our community as it supports the local economy, reduces the environmental impact of commuting and fosters community involvement.

We build a heritage of economic progress by providing local employment opportunities and investing in the Company's workforce. Local employment helps us meet our hiring needs while advancing economic development and education in Malaysia. In 2013, 99% of our employees were Malaysian.

Competitive Remuneration and Benefits

Media Prima conducts a remuneration review once every three years to ensure employee remuneration is adequate. This helps us align our remuneration packages with the changing business environment. We can be more equitable in rewarding high achievers in the workplace, develop employee talent and determine our competitiveness vis-à-vis the market.

A modern, successful company considers the needs and values of its employees and aligns them with its corporate objectives. At Media Prima, additional benefits are a long-standing important tradition. They form part and parcel of our overall remuneration concept and mirror our corporate culture. Key benefits include:

- Medical Benefits for employees and their dependants;
- Leave: Annual Leave, Pilgrimage Leave, Maternity Leave;
- Group Term Life and Personal Accident Insurance;
- Employee's Provident Fund;
- Employment Injury Insurance (SOCSO)
- Performance Bonus;
- Annual Increment;
- Local and Overseas Allowance;
- Other Allowances.

The Employees Provident Fund (EPF) is a Malaysian government agency under the Ministry of Finance. EPF manages the compulsory savings plan and retirement planning for employed workers in Malaysia. Media Prima contributes a percentage of employees' basic salaries to EPF as per statutory requirements.

Employee Engagement and Satisfaction Measurement

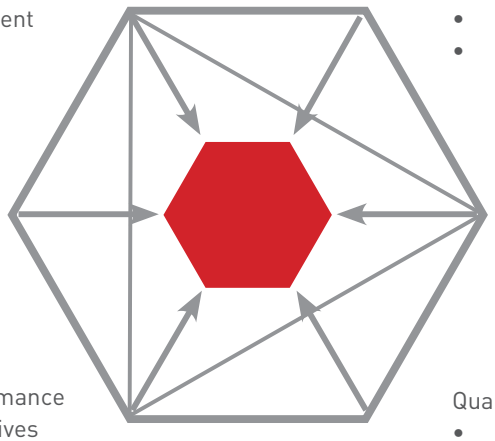
Media Prima has adopted the Aon Hewitt's Engagement model. 23 areas of work, known as Engagement Drivers, are shown in the diagram below. These drivers can potentially drive people's Engagement in our Group. The Engagement model goes beyond measuring people's satisfaction with each of these drivers.

Media Prima Drivers of Engagement

People
- Senior Leadership
- Manage
- Co-workers
- Head of Department

Work
- Resources
- Sense of Accomplishment
- Physical Work Environment
- Work Processes and Activities
- Safety and Work Location

Total Rewards
- Pay
- Benefits
- Recognition



- Opportunities
- Career Opportunities
- Learning and Development

Company Practices
- Brand Alignment
- Managing Performance
- Goals and Objectives
- Communication
- Innovation
- Organisation Reputation
- Innovation

Quality of Life
- Diversity
- Work Life Balance

Creating a great workplace

Our Employee Engagement Survey measures the current level of employee engagement and satisfaction various engagement drivers. Through this exercise, we hope to improve and sustain our employees' engagement. 2,825 employees responded in the survey, achieving an overall response rate of 60%. The survey was administered through a combination of online and printed surveys. The survey comprised 50 multiple choice and two open ended questions.

4As and Media Prima Bridge Gap with Industrial Talent Exchange

Media Prima's Industrial Talent Exchange programme is the first of its kind in Malaysia. The exchange programme engages personnel from the Association of Accredited Advertising Agents Malaysia (4As) and Media Prima in practical work attachments at creative agencies under 4As and subsidiaries within the Group.

A primary objective of the 4As is to enhance the learning skills of its members. This is achieved through seminars, talks by industry experts and workshops. In 2013, the 4As entered into a partnership with Media Prima by engaging advertising executives to work with us. Our employees also work in member agencies to become better acquainted with the work ethics and job functions of each party.

The official signing of the Industrial Exchange Programme MoU between 4As and Media Prima was on December 19th, 2012. In January 2013, six Media Prima employees were exchanged with six representatives from agencies within the Association of Advertising Agencies. The transfer was for two weeks from 14 to 23 January.

Talent Development Management

At Media Prima, performance management is more than filling out an annual performance appraisal. Effective and meaningful Performance Management is carefully designed to promote ongoing communication between a supervisor and employee. Topics for discussion include setting and achieving workplace priorities. Successes and any areas for performance improvement are identified.

- **NST Cub Reporters Workshop**
  NST held two journalism workshops between 23 September and 4 October. Junior journalists with less than two years experience were invited. The session helped these journalists gain a better understanding of many aspects of journalism and media studies.

- **Academic Assistance**
  In 2013, Media Prima Academic Assistance was launched for employees pursuing certifications, diplomas, degrees and other higher level education on a part time basis. This initiative encouraged our employees to pursue professional development to keep themselves abreast of the industry's current expectations. A total of 10 employees were assisted with RM50,000 being disbursed.

  Media Prima also aids the grant applications from governmental bodies. A full grant application for one of our employees was granted to cover his study for an eight-week acting course at the New York Film Academy.

Benchmarks

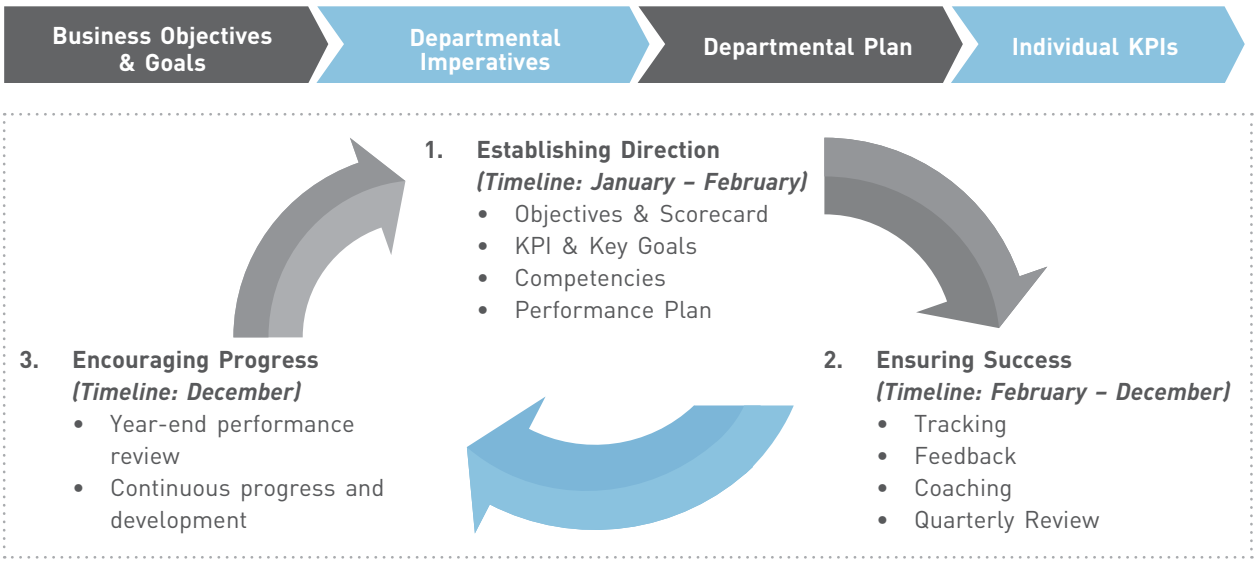
We continuously search for ways to improve our standards of services, delivery, production and creativity. We learn from our industry peers by comparing various aspects of our business processes with best industry practice. In 2013, four benchmark visits were made involving 122 employees. These are summarised in the table below. Delegates attending these sessions shared their learning experience with colleagues for collective improvement.

Date	Benchmark	Pax
6 – 7 April 2013	Cirque Noir, Singapore – event benchmark	8
18 – 22 April 2013	Nippon TV Japan – TV Production collaboration	3
8 – 14 June 2013	London Benchmark – TV Production and Studios	14
20 – 25 July 2013	Nova Radio Station, Brisbane Australia	7

Performance Measurement

Performance Evaluation is an enhanced method of measuring employees' performance within the Company. It is a continuous process that develops and coaches people for ongoing success through day-to-day processes.

At the end of each year, employees are evaluated on their past performance. There is also emphasis on employees' future development and continuous improvement. We envisage that employees' morale will improve upon completion of the year-end review session. The performance evaluation process is summarised below.



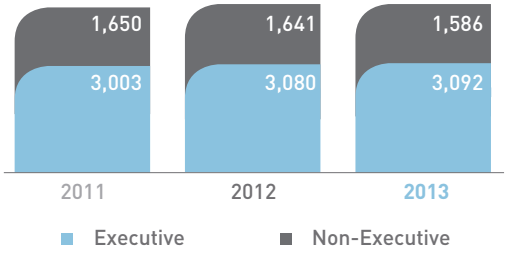
Human Capital Development

Employee compensation is linked to performance, which is measured across various Key Performance Indicators (KPIs). Media Prima uses a point-based scoring system which ranges from one to five. This score determines the weight of the bonus with five being the highest. The process is used to assess all employees (100%).

Diversity and Inclusion

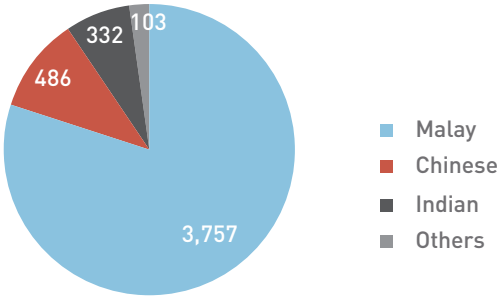
Media Prima commits to diversity in its workplace and has a balanced mix of employment types, contracts, gender and races. The Group does not tolerate any form of discrimination based on race, creed, disability, gender, marital or maternity status, religious or political beliefs, age or sexual orientation. Decisions on hiring, salary, benefits, advancement, termination or retirement are based solely on the co-worker's performance at work. 5.15% of the Management Team at Media Prima are women.

Workforce by Employment Type

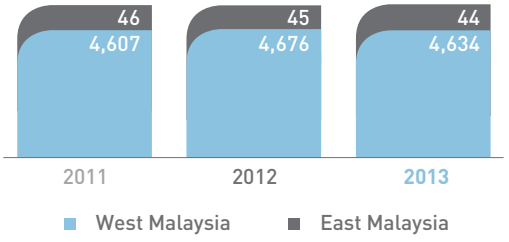


Workforce by Employment Contract

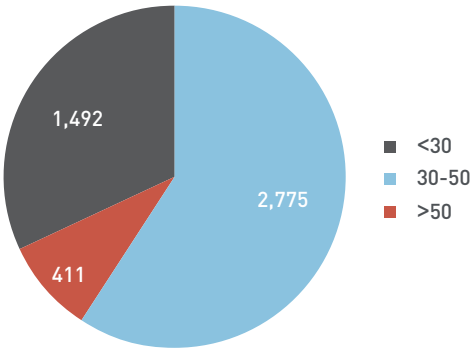
Workforce by Race



Workforce by Region



Workforce by Age Group



Collective Agreement & Freedom of Association

Freedom of association and the right to collective bargaining are part of the four core labour standards recognised by the International Labour Organization (ILO) and the Universal Declaration of Human Rights. Media Prima works closely and enjoys good relations with the Unions. Transparency and openness are encouraged in the workplace. Employees' rights to be informed, monitor and contribute to the decision-making process are respected. This arrangement provides a greater sense of work ownership while safeguarding employees' rights and interests.

Media Prima's employees are represented by three Unions:

- National Union of Journalists (NUJ) which represents 22% employees of The News Straits Times Press Sdn Bhd
- National Union of Newspaper Workers (NUNW) which represents 30% of The News Straits Times Press Sdn Bhd
- Kesatuan Sekerja Kakitangan Sistem Televisyen Malaysia Berhad (KSKSTMB) which represents 9.6% of Sistem Televisyen Malaysia Berhad

Breakdown of Unionised and Non-unionised Employees

Year	Union	Non-Union
2011	1,348	3,305
2012	1,382	3,339
2013	1,400	3,278

Occupational
Safety and Health

Providing a Safe Working Environment

For Media Prima, safety is a value, not an activity. The Group is committed to providing a safe and conducive work environment. Its policy is to ensure that activities are conducted with full concern for the safety of its facilities. This is to protect the safety and health of its employees, communities adjacent to its operations and the general public.

Media Prima provides qualified safety and health personnel and appropriate equipment to support the Management in carrying out its objectives and goals. Safety is integrated into everything we do. We work constantly to set expectations, provide tools, measure progress and communicate results.

Occupational Safety and Health

Each office, plant or other operational site sets its own safety guidelines. As a minimum, employees are expected to view compliance with those guidelines.

Our printing plants are machine-intensive and becoming increasingly automated. Our rapid production processes expose our employees to potential hazards, such as moving machine parts and different forms of energy. We make it our priority to protect our employees in their daily work and design safe access for maintenance and repair.

It is also everyone's responsibility to promote safe behaviour and immediately report accidents or injuries. Supervisors must also be made aware of unsafe equipment, practices or conditions.

All employees must report work free from the influence of any substance that could prevent him or her from conducting work activities safely and effectively. Threats or acts of violence or physical threats on fellow employees are prohibited.

Appropriate safety and health training is provided and strict adherence to safety rules and procedures is required.

Safety and Health Committees

Media Prima's safety and health committee consist of a chairman, a secretary, management representatives and employee representatives. This is in line with Section 30 of the OSH Act, 1994.

Safety and Health Committees Breakdown

Location	Chairman	Secretary	Members	
			Management Representatives	Employee Representatives
Sri Pentas	1	1	6	16
Shah Alam	1	1	5	4
Prai	1	1	3	8
Senai	1	2	5	6
Ajil	1	1	4	7
Bangsar	1	2	7	9

Each employee representative member represents their department. OSH issues from their departments are channelled to the main committee. They are also involved in in-house workplace inspections and executing all department level OSH programmes. They propose action to be taken in the event of an incident or accident occurring.

Journalists working in high conflict areas are equipped with PPE such as a bullet proof helmet and ballistic or bullet-proof vest. Employees working at printing plants must wear a full face cartridge respirator, earplugs, safety shoes, face mask, safety glasses, gloves and welding shields especially when conducting maintenance work on the printing machine.

Accident and Injury Statistics

	2011	2012	2013
Injury rate (IR) for total workforce	15	10	**1.9**
Occupational diseases rate (ODR) for total workforce	0	5	**0**
Lost day for total workforce	558	267	**242**
Absentee rate (AR) for total workforce	0	0	**0**
Absolute number of fatalities for total workforce	0	0	**0**

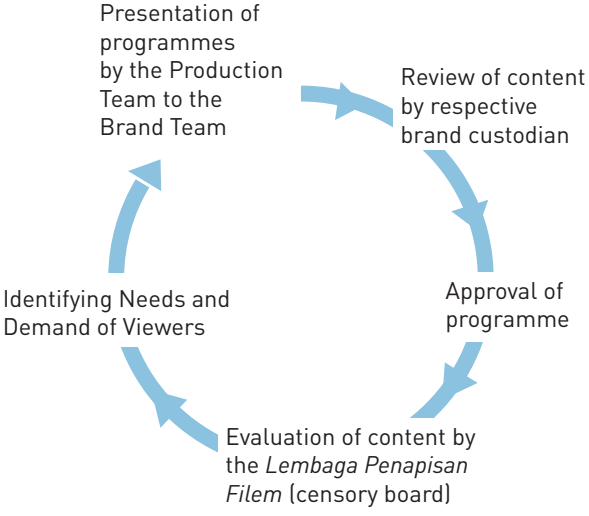
Customers and Suppliers Development

The programme evaluation life cycle process begins with the identification

of viewers' needs and demand.

This information is obtained from primary research conducted by the Research Department.

Programme Evaluation Life-cycle



The Production Department is then better able to pitch its programmes to the Brand Team. The first concept is performed; if the idea is against our culture or deemed inappropriate, it is rejected or alterations are requested to suit the audience. Once the materials are ready, the respective Brand custodian will view the content.

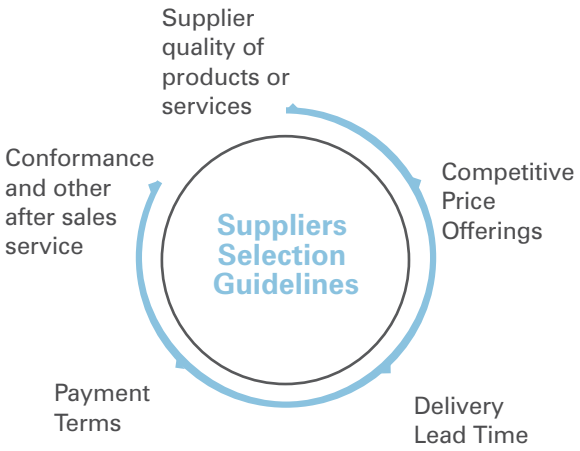
Once approved, it is subjected to a further evaluation by the Lembaga Penapisan Filem (LPF) censorship board. The stations are guided by the Malaysian Communications and Multimedia Content Code, and KPDNKK guidelines for misleading commercial.

Sustainable Procurement

Media Prima always engages in fair, transparent and sustainable procurement practices. Purchasing decisions are based solely on Media Prima's best interest. A proper agreement is documented that clearly identifies the services or products to be provided.

We ensure that our supply chain partners comply with all relevant statutory requirements before appointing them. We have implemented detailed suppliers selection guidelines which assess five core criteria.

Five core criteria for supplier selection guidelines



Sourcing and managing of programmes

Media Prima is committed to providing the best experience to its viewers. We deliver the most sought-after programmes by examining market trends and researching what people want. We conduct fair and transparent business. Editorial independence, content quality, plurality and diversity are prioritised.

It is the responsibility of our Acquisition and Content Management (ACM) Team and the Brand Management Group (BMG) to respond to the market and secure in-demand programmes. BMG is the custodian of TV networks and conducts internal discussions on the possible purchase of suggested programmes. Once confirmed, the ACM negotiates the programme licensing terms. If the budget and content fits our requirements, a financial evaluation report is raised. This Report contains detailed analysis of a programme including a Return on Investment projection. This Report is tabled at our monthly programme committee meeting for approval or rejection.

Media Prima's Programme Committee also decides on the platform to air the programme. This Committee consists of the Group Managing Director; Group Chief Financial Officer; Group General Manager of all networks; General Manager of ACM; and General Manager of Finance.

The BMG team presents the tv networks' master schedule which has a balanced combination of programmes suitable for all demographic groups to the Programme Committee for approval. This master schedule contains the programmes that are planned for a specified period.

Responsible Marketing

All our marketing and advertising are accurate and truthful. Deliberately misleading messages, omissions of important facts, or false claims about our competitors' offerings are unacceptable. Product and services are sold fairly and honestly, stressing their quality and value.

Illegal or unethical methods are not used to gain competitive advantage including obtaining information about our competitors. Tactics that unfairly undermine the products of competitors are not employed in advertisements or demonstrations. Disparaging comments or innuendoes are also not allowed. Comparative advertising can only be used when comparing Media Prima's products with the competitor's own product statements.

Media Prima adheres to the national policy of responsible marketing set by the LPF. The Company also adheres to two main censorship acts:

- *Film Censorship Act 2002 (Act 620)*
- *Censorship Guidelines (KDN) 2010*

These acts determine whether a film is categorised as (U), P13, 18 or TUT (Tidak Lulus Untuk Ditayangkan) and if it contains dialogue or scenes that must be censored. Film screening judgments are made based on the rules and criteria set by the three basic documents of the Film Censorship Act, Guidelines and User-Specific Censorship. Any film passed with compulsory cuts must be edited by the distributor before the film is released or screened. These are either edited in a studio in the case of digital and television screenings or by physically removing the offending section from the film. Media Prima has adopted practices for managing, moderating and/or filtering user generated content including user codes of conduct.

Customers and Suppliers Development

Reaching Out to all Stakeholders

Media Prima is committed to engaging with each geographical area nationwide. Our branch offices and bureau chief ensure that each publication covers nationwide news. Our customers belong to various demographic groups that consist of various races, age groups, income levels and backgrounds. We endeavour to report news which is fair, non-partisan and covers demographic profiles possible. Our management approach promotes informed decision making by media consumers and audiences. It also protects vulnerable audiences. The review process is conducted by our editorial team and managed by the Group Editor and Deputy Group Editor of each publication. The team meets daily to oversee news decisions on page layout and positioning for the most effective readership.

Ensuring Quality and Satisfaction

Audience satisfaction is essential for the success of our multi-platform media business. We employ the best tools to assess the quality of our programmes and set the market standards. Getting to know what matters most to our audience is the primary focus of audience research at Media Prima. We want to know how viewers spend their time consuming media content, what time of day they view it and other lifestyle choices.

Media Prima's Research Department uses the Nielsen Audience Measurement data to monitor programme performance. Reports are generated which are useful indicators for internal assessments and benchmarking our programmes against competitors.

Reports are produced daily, weekly, monthly and yearly for the viewership of each channel. Micro-level analysis of minute by minute viewing numbers is produced. Data can be filtered by specified time slots, selected programmes and advertisement slots to extract viewership according to a particular demographic profile.

Ratings are mainly driven by content. Our strategy is to attract viewers using the ratings to manage and schedule our programmes. Low rating programmes receive a thorough review. Minute by minute analysis can determine whether the programme sustains stable or erratic viewing patterns.

Understanding Our Customers

Media Prima Radio Networks experienced a healthy growth rate especially among the Gen Y group. Hot FM is the number 1 station for the 10am to 4pm show for ages 18 to 29 and 4pm to 8pm show for ages 18 to 24.

Radio Networks has become the choice of Gen Y. Fly FM experienced a 55% increase in Professional, Manager, Executives and Businessman (PMEBs) aged below 35. This percentage is derived from the recent Wave 2 Nielsen Survey conducted in 2013.

Radio Networks' main drive is content comprising topics, song playlists, contests and information. It is instrumental for the Radio Network team to continue creating great ideas and creativity. We must remain relevant and engage on all aspects with our listeners. Regular and current customer surveys are important to achieve this.

Reaching Out/Enlarging our Network

In 2013, Radio Networks were aggressively active on social media websites such as Instagram, Facebook, Twitter and Line Application. Radio Networks has also improved its online radio streaming service. All stations have an active presence in their listeners' lives as the leading Radio Networks with highest number of followers for all social media platforms in Malaysia.

The Radio Network of Media Prima has also introduced 'Across Platform Integration' to broaden its influence across other platforms and further extending their brand presence, talent and content to reach different audience groups. For example, Projek Metro is a collaboration between Harian Metro and TV3. This reality based programme searches for a multi-talented personality who can present on both TV and radio, and also write as a columnist in Harian Metro. The winner was awarded a one-year contract with Media Prima and will be shared across Hot FM, Harian Metro and TV3.

Enhancing Our Customers' Experience

In 2013, Tonton achieved another milestone with the launch of four new channels: Tonton News, Tonton Anime, Tonton comedy and Tonton Variety. This is in addition to Tonton Original Series channel that introduces its own web dramas such as the Autumn Di Hatiku and Dan Calonnya Adalah.

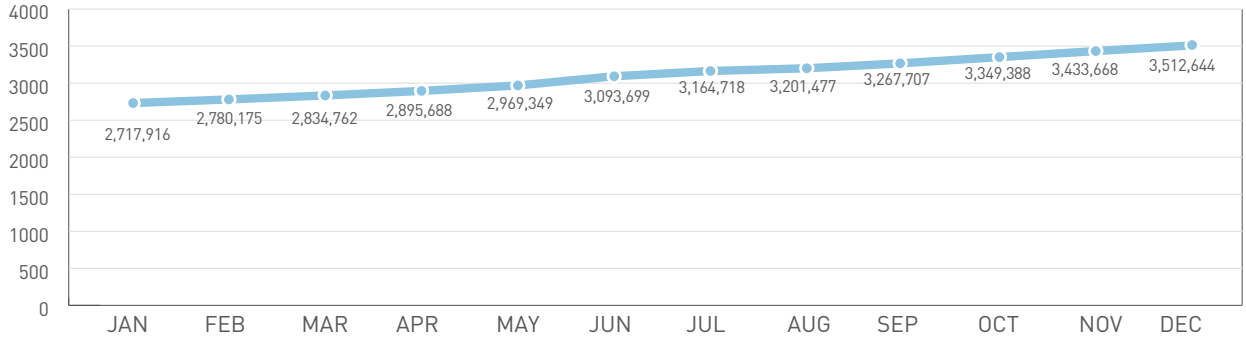
In May 2013, Tonton and Samsung Malaysia Electronics launched a Tonton TV application for Samsung SMART TVs. The partnership was officiated through a Memorandum of Understanding (MoU) signed in September 2012. This collaboration unveils the development of Malaysia's first entertainment streaming application on a SMART TV platform with Tonton. It provides a catch-up TV service for content aired on Media Prima TV Networks channels, news portals and radio stations. TV3, ntv7, 8TV, TV9, Gua TV, Fly TV, Hot TV, one TV and myMetroTV programmes are covered.

This application offers a wide selection of local, Asian and International content. Viewers can stream any content such as dramas to entertainment, films, music videos and news programming on-demand. The service caters for a diverse group of users, all owners of Samsung SMART TVs.

Users are also able to use their Tonton credits to view Tonton premium content. The Tonton TV application is now available for download from the Samsung Smart TV app store and is pre-loaded on the majority of 2012 and 2013 models.

Video streaming applications have become a popular trend among Malaysians. Tonton is the first local content app for the Samsung Smart TV platform. This is a significant milestone for us because it puts us in the lead of creating enriching content offerings that meet the needs of our consumers. The living room viewing experience will take content consumption to the next level and this partnership enforces our lead in providing an "Over-The-Top" digital experience for viewers.

Tonton Registered Users 2013



Expanding Our Reach

Big Tree Outdoor launched its latest revolution in outdoor advertising in 2013. The Big Revelation unveiled Cubig Digital Series, Big Tree's latest state-of-the-art technology in out of home media, offering dynamic solutions to brand owners. It is the first of its kind in the region. It allows brand owners the opportunity to communicate with their target audience in a more compelling way with limitless creativity. Advertisers can execute animated connectivity across the screens with multiscreen synchronization effect. Its flexibility also allows simultaneous video advertisements or static advertisements to be displayed on all sides of the cubes.

Cubig Digital Series is strategically placed on KL Monorail pillars in Bukit Bintang and targets both motorists and pedestrians. Cubig also enhances the look of modern Kuala Lumpur. Cubig is the most innovative Out of Home media to date. The launch of Cubig has revolutionised the outdoor media industry with innovative technology, while setting industry standards.

We Care

As a good corporate citizen, MPB is fully committed to supporting a variety of causes. Our core focuses are Education, Humanitarian, Health & Sports and Other Community Initiatives. Through collaborative efforts in community and environmental awareness programmes, we go to great lengths to create a positive impact on society.

OUR COMMITMENT
REUSE
ENERGY USAGE
ENERGY MANAGEMENT
MATERIALS MANAGEMENT
WASTE MANAGEMENT
BUILT A HOME
FLY FM BOOK DRIVE
TABUNG TV3
RECYCLE
WATER MANAGEMENT
COMMUNITY INITIATIVES
EDUCATION
PINTAR
RECYCLABLE VINYL
CAMP
CLIMATE CHANGE
TABUNG BENCANA
SUSTAINABLE
TITIPAN KASIH
SOCIAL
FINANCIAL AID
HUMANITARIAN
INTEGRATE
COMMUNITY
LIVE OUT LOUD
BERSAMAMU
HEALTH & SPORTS
CHARITY

CARING FOR THE COMMUNITY

MEDIA PRIMA HAS A LONG HISTORY OF BEING INVOLVED IN CHARITY EVENTS AND COMMUNITY SERVICES. THESE PROGRAMMES BENEFIT THE GENERAL PUBLIC AND CHARITABLE ORGANISATIONS THAT ARE IN DIRE NEED OF ASSISTANCE. THIS DEMONSTRATES OUR STRONG COMMITMENT TO THE CR AGENDA.

Promoting Intelligence, Nurturing Talent & Advocating Responsibility (PINTAR)

Media Prima continued its contribution to education through the PINTAR programme. PINTAR is a collaborative social responsibility initiative by PINTAR Foundation. It works in collaboration with GLCs and private corporations in Malaysia to foster academic and non-academic excellence particularly for the underserved students nationwide through its school adoption programme.

Our PINTAR schools include SMK Jelutong and SK Cherating. In 2013, we focused primarily on providing academic assistance and funding various educational activities at SMK Jelutong. We are pleased that these efforts have been well received by the school and students involved. This is reflected when the pass rate of students sitting for the Penilaian Menengah Rendah (PMR) examinations for SMK Jelutong was above 50%. Our continuous assistance provides a conducive learning and teaching environment for the students and teachers.

NSTP

RHB New Straits Times National Spell-It-Right Challenge 2013

The RHB New Straits Times National Spell-It-Right Challenge commenced in 2008. It was initiated in support of the Government's efforts to encourage the use of English by primary and secondary students. The competition is divided into three levels: preliminary round, state challenge and national challenge. The state challenge winner is automatically entered into the national challenge. All participants receive a certificate of participation and winners are rewarded with cash prizes. In 2013, 7,142 students from 765 schools entered the competition, which was open to both primary and secondary school students. 3,169 primary students from 335 schools and 3,973 secondary students from 430 schools took part.

NST Newspaper – In – Education

The NST Newspaper-In-Education Unit (NIE) has conducted various educational activities since it was established in 2000. In 2013, NIE programmes consisted of ground activities, print engagement and online engagement.

Ground Activities	Print Engagement	Online Engagement
School Holiday Workshop	School Times	NiEXUS
The Inside Scoop Series	Niexter	
NST 3rd Young Writers' Awards Ceremony	Journalism On Campus	

BH Education Unit

The BH Education Unit was first started in 1985 as the Akhbar Dalam Darjah Unit. In 1989, the unit's roles were broadened and it became the BH Education Unit. BH was the first newspaper in Malaysia to introduce the Akhbar Dalam Darjah concept. The BH Education Unit publishes education pullouts and conducts various educational activities such as workshops, seminars and Akhbar Dalam Darjah workshops. Programmes conducted by the BH Education Unit are ground activities, print and online engagement.

Ground Activities	Print Engagement
BH Examination Seminars	Education pullouts
Akbar Dalam Darjah (ADD) Workshops	
Anugerah Pelajar Cemerlang (APC)	
Anugerah Ikon Varsiti BH	

NSTP Charity Fund

The NSTP Charity Fund was established by NSTP in 1991. It offers financial aid to young Malaysians who would otherwise be unable to afford treatment for heart problems, leukaemia, cancer or the fitting of prosthetic limbs. NSTP uses its media platform to appeal for public donations and raises money through fund-raising events organised by NSTP and its partners. A dedicated full-time employee manages the fund and processes eligible cases. A total of 413 cases were funded since its establishment, which include 26 in 2013. The fund has made total contributions of RM6,965,840.78 of which RM498,192.30 was made in 2013.

Tabung Bencana NSTP–Media Prima

On 1 October 2009, Tabung Bencana NSTP–Media Prima was launched in response to a huge earthquake that occurred in Padang, Sumatra. NSTP formed this platform for the general public to donate to major catastrophes, natural disasters and other humanitarian crisis. Tabung Bencana NSTP-Media Prima has also run several well-known fundraising campaigns such as the Thailand Fund, Japanese Tsunami Fund and Padang Earthquake Fund. All funds were launched on an ad hoc basis for the duration of the campaign.

Local campaigns held in 2013 are summarised in the table below, which include flood relief missions under the *Misi Bantuan Banjir* and aid for fire victims.

Mission Period	Description of Campaign
9 May 2013	18 volunteers from NSTP and Media Prima delivered RM6,715.05 worth of cleaning equipment and groceries to victims in Kampung Rantau Panjang, Kuala Selangor. Tabung Bencana NSTP-Media Prima worked with a Giant Supermarket to provide aid for 32 families affected by the flood. The volunteers handed over brooms, pails, toothpaste, cooking oil, instant noodles, sugar and rice to the families.
24 June 2013	Four volunteers from Briged Sukarelawan MPB–NSTP took part in a relief mission in Sibu, Sarawak in aid of fire victims. Daily essentials worth RM37,881.15 were donated to 131 families from Kampung Datu Lama and Kampung Hilir.
10–11 December 2013	20 volunteers from Briged Sukarelawan MPB–NSTP joined in a two-day relief mission to help 1,000 families of flood victims in Kuantan, Pahang and Kemaman, Terengganu. RM100,000 worth of relief items was purchased using the fund from Tabung Bencana NSTP-Media Prima.
17–18 December 2013	40 volunteers from various clubs under NSTP joined a two-day *gotong-royong* mission to clean public facilities in Kemaman, Terengganu. The volunteers distributed basic back-to-school items for 1,000 students who were among the flood victims. Each student received a school bag, stationery, water tumbler and socks worth RM100. This initiative was funded by RM100,000 from Tabung Bencana NSTP-Media Prima.

TV3

Karnival Jom Heboh

Karnival Jom Heboh (KJH) is organised by TV3 to bring the station and other Media Prima TV and Radio stations closer to its audience and advertisers. This is achieved through events and programmes conducted at specified venues and on predetermined dates. The events and programmes are designed to carry the hallmark of family entertainment and also add value to the sponsors of the carnival.

In 2013, the KJH team conducted its social responsibility cause at eight states of Terengganu, Johor, Putrajaya, Pahang, Sabah, Sarawak, Kuala Lumpur and Kedah. The focus of KJH CSR activities are single mothers, orphans, elderly and the poor. In 2013, we aired some particularly interesting projects including the renovations for Pn Hamdiah Binti Ramli at Jalan Astana, Petrajaya, Kuching; repairing a mosque dormitory and orphanage Darul' Izzah in Kampung Teras Jernang, Bandar Baru Bangi; and refurbishing Tabika Kemas school in Desa Rahmat, Tampoi, Johor Bahru. During these visits, TV3 crew, personalities and celebrities also treated local residents to activities, entertainment, food and souvenirs. A total of more than RM13,000 was spent on our KJH visits in 2013.

TV3 & TV9

Bazar Seindah Ramadan

As Ramadan approached, TV3 and TV9 hosted a charity bazaar to celebrate the holy month with the less fortunate. In 2013, the two TV stations treated their loyal viewers, especially Muslims who were fasting through their *Bazar Seindah Ramadan*. The event showcased some famous celebrities and characters including Upin & Ipin, *Bola Kampung* and BoBoiBoy. The Bazar was driven by celebrities where they cook and sold their cuisine to the crowd for

charity. These events was held at two locations Angsana Mall Johor Bahru and Aman Jaya Mall Kedah on 13 July and 27 July 2013, respectively. Proceeds from this were donated to Rumah Anak Yatim Che Bena, Sungai Petani and Pertubuhan Kebajikan Baitul Maghrifah, Johor Bahru.

The event began with a *gotong-royong* activity, making of *bubur lambuk*, *kambing golek* and *asam pedas*. A competition of charity bazaar sales between TV3 and TV9 were also held where two TV stations' personalities and artistes sell varieties of *Ramadan menu* including *briyani gam*, *ayam percik*, *kambing golek* and many more. The winner was decided based on the booth which managed to reach the highest number of sales in the shortest time.

Crews of TV3 and TV9 together with their celebrities also shared the joy of breaking fast with 70 orphans before conducting the *Isya* prayer in Plaza Angsana surau in Johor Bahru.

Rumah Terbuka Bersamamu

Rumah Terbuka Bersamamu is an event which celebrated the success of four children: Rozihan Yahaya dan Edah Jusoh, Sharul Bariah, Muhd Syukor Khalid dan Qistina Huda Hasbullah. These children pursued their higher education in the Klang Valley and Seremban. The event was celebrated with the children's families and 40 orphans from Rumah Kasih Harmoni, Paya Jaras, Rumah Anak Yatim Miskin Taman Baiduri, Dengkil, Yayasan Murad dan Rumah Tunas Harapan, Kuala Selangor.

Norlizawati Mat Kawi aged 25 years; Mohd. Wahyuddin Saifuddin aged 19 years; and Naufal Rozihan aged 21 years old were present to share their journey of how *Bersamamu* has changed their lives. During this event TV3, through its *Tabung Bersamamu*, contributed RM10,000 to *Rumah Kasih Harmoni*, Paya Jaras, *Rumah Anak Yatim Miskin* Taman Baiduri, Dengkil, *Yayasan* Murad dan Rumah Tunas Harapan, Kuala Selangor.

Bersamamu Penuhi Impian

During the month of *Ramadan*, *Besamamu* features a production series of the team fulfilling the last dream of less-fortunate individuals. In 2013, some touching episodes include a story when the *Bersamamu* team help Esah Hassan, 54 years old fulfil her dream of having her wedding ceremony. Esah was suffering from nasal cancer and the extensive chemotherapy she underwent unfortunately caused many side effects including partial deafness, bleeding gums and dental problems. Another episode featured a story of how the *Bersamamu* team surprised Qistina Riza Nur, 15 years old, who suffers from leukaemia with her dream to go to Universal Studios, Singapore. In the last episode, Bersamamu Penuhi Impian told a story of Roslan Ismail, 41 years old who suffers from impaired legs since birth. Roslan has a very generous heart and has been helping the *Bersamamu* production team in sourcing for families in need of help.

ntv7

Yuan Carnival

In 2013, ntv7 organised Yuan Carnival for the fourth year. This popular annual event has visited over 21 locations since 2010 and benefited over 425,000 visitors. In 2013, this highly anticipated event commenced with a new form of entertainment line-up. Visitors enjoyed interesting programmes and activities throughout the carnival and experienced that "feel good reunion".

Feel Good Run

ntv7 is Malaysia's only TV station that organises a mass run that involves the highest number of celebrities. The Feel Good Run is also the largest run held in Bandar Utama.

The Feel Good Run was held for the third time in 2013. A longer route of 15km was introduced to celebrate the station's 15th anniversary, which was on 7 July. 5,700 runners took part in the event, which was officiated by the Minister of Youth and Sports Malaysia, Yang Berhormat Tuan Khairy Jamaluddin. Proceeds from this run were disbursed to four beneficiaries: Hospis Malaysia, Malaysian Rare Disorders Society, Rumah Kanak-Kanak Tengku Budriah and SPCA Selangor.

Bella Bundle of Joy

Bella Bundle of Joy is the largest gathering of pregnant women which intends to celebrate expectant mothers who are about to embark on the wonderful journey of motherhood. The event became a record in The Malaysian Book of Records with 125 women participating for free. The unique 'baby shower' event was inspired by the award-winning television show that centres on issues relating to the modern women of Malaysia, Bella. This is one of the many series of initiatives that are put in motion in conjunction with the Will & Kate and The Royal Baby campaign by ntv7, which is the sequel to the previous campaigns associated with the iconic British Royal Couple since their Royal wedding. Other activities during the event include special talks on preparations that are required of expectant mothers, an in-depth understanding of a child's needs, a special 'Fabulous Mom' competition that encourages all pregnant women to look as fabulous as they can.

8TV

8TV Chinese Carnival

8TV presenters and local celebrities hosted a "Chinese Carnival" from 10am to 10pm on 14th September 2013. This event was held in conjunction with the Mid-Autumn Festival. The Chinese Carnival Showcase commenced at 7pm and featured local artistes. The event was held at Berjaya Times Square, Boulevard and attracted an estimated 30,000 visitors.

8TV Newscaster Camp

This initiative gave young aspiring news presenters the opportunity to learn about the profession from the pillars of the news team. A three-day camp ran between 16 and 18 of August for secondary schools, and 20 and 22 December for university students. The students were given advice on a variety of topics from how to write news, right up to editing it.

Showdown 2013 Workshops

In its mission to build the standard of dance in our country while appreciating the fans of the show for their continuous support, SHOWDOWN brought back its annual workshop sessions. Dancers had a chance to learn the tricks of the trade from the maestros of dance themselves. The international judges who joined the SHOWDOWN 2013 judging panel consisted of YNOT, Junior Boogaloo, Bboy Full Deck, Mr Wiggles and Jay Smooth from the USA, as well as Sheena Vera Cruz of the Philippines, who played mentor at the respective dance workshops.

TV9

Raudhah Di Hatiku

Raudhah Di Hatiku is TV9's on-ground event which was conceptualised in 2011. It aims to change the public's perception of mosques being just places of worship as they also serve as community hubs. It has a genuine intention of reaching the hearts of TV9's viewers by being part of the thing that is closest to their hearts, Islam. Due to overwhelming and positive responses, *Raudhah Di Hatiku* is now an annual event in TV9's calendar.

TV9 continues to convey the message that religious content can be modern, fashionable, innovative and progressive to attract its young fresh mass Malay audience. These elements were portrayed in *Raudhah Di Hatiku* by introducing fresh creative activities such as the art of calligraphy, Lin-Nisa – a dedicated Muslimah booth and lomography.

Entering into its 4th year, *Raudhah Di Hatiku* continues to bring live and recorded programmes, personalities and many other exciting activities on an even more intimate level to various mosques and other venue Masjid Al Hasanah, Bandar Baru Bangi as well as other states in Malaysia.

Below is the list of mosques visited during the *Raudhah Di Hatiku* on ground activities in 2013. During these visits, a team of TV9 also conducted CSR activities such as cleaning up of mosques and graveyards; distributing goody bags; and sharing meals with orphans, refugees and the less fortunate.

Dates	Locations
7 & 8 June 2013	Masjid Jamek, Bandar Baru Uda
5 & 6 July 2013	Masjid Al-Sultan Ismail Petra, Kubang Kerian
6 & 7 September 2013	Masjid Al-Hasanah, Bandar Baru Bangi
4 & 5 October 2013	Masjid As-Salam, Puchong Perdana
25 & 26 October 2013	Dataran Lembah Sireh, Kota Bharu, Kelantan
16 November 2013	Masjid Al-Falah, USJ 9, Subang Jaya

TV3 & TV9 Uli-Uli Biskut Raya Bersama Julie's

This is the third year that TV3 & TV9 collaborated with Julie's to present Uli-Uli Biskut Raya Bersama Julie's. The highlight of the carnival was biscuit decoration competition, involving 400 adults and children who were grouped together in fours. The main objective is to give back to the community, and at the same time, unleashing their creativity through biscuit decoration. This fun event made more interesting with the involvement of celebrity chefs, local artists and personalities.

Rambut Raya 5 Malam 4 Hari

In 2013, TV9 once again organised *Rambut Raya*, a free hair make-over for TV9 celebrities to show appreciation for their support throughout the year. This is an annual event and collaboration between TV9 and A-Saloon. Among the celebrities who participated were Sari Yanti, Sasha Saidin and Azlee Khairi.

Media Prima has supported the spirit of independence through a "Saya Sayang Malaysia" campaign. This "I Love Malaysia" campaign was promoted using the hashtag, #MySyg.

Big Tree Outdoor

Big Tree Outdoor Sponsors UITM Hockey Team

Since 22 March 2013, Big Tree Outdoor has sponsored the UITM Hockey Team's participation in the Malaysian Hockey League 2013. A donation of RM3,000 helped fund match jerseys, training T-shirts, traveling T-shirts and Isotonic refreshments. This initiative forms part of the Company's CSR programme to promote youth participation in major sporting events. We are pleased that the UITM Hockey Team won the MHL Division One.

Media Prima Radio Networks

Super 8

On 30 November 2013, Super 8 was held for the second consecutive year at Universiti Malaya (UM), Kuala Lumpur-Field C and Varsity. Super 8 is a six-a-side football tournament for children below the age of eight.

This is the 'baby' project of Hot FM and Fly FM that develops children's interest in the game of football. Super 8 encourages parents to support their children in creating a strong family foundation. This year, Milo has worked together with the stations to make the event a success.

Segi LOL Inspirational You

On 30 March 2013, Radio Networks organised a motivational talk session from 9:30 am to 3 pm at SEGI College, Kota Damansara. Sazzy Falak, Mizz Nina and Jaclyn Victor spoke at the event alongside Media Prima's Chief Executive Officer, En Ahmad Izham Omar. Approximately 150 people attended and gadgets were presented as lucky draw prizes during the happy hour.

one FM, Fly FM & Hot FM BOH #MYSYG

In conjunction with the National Day, Media Prima has supported the spirit of independence through a "Saya Sayang Malaysia" campaign. This "I Love Malaysia" campaign was promoted using the hashtag, #MySyg.

In 2013, it was held for the second year and was a combined effort of all group platforms. Radio networks showcased its giant cup collaged with faces of spirited Malaysians and this unique and impressive cup has been acknowledged into the Malaysia Book of Records. During the final event, winners were presented with series of prizes of RM5,000, RM3,000 and RM2,000. The pledges were collected via Facebook. The co-organiser, BOH, donated RM10,000 to Hospis Malaysia.

Dedicated Funds for Special Purposes

- **Tabung TV3 and TV3 Bersamamu Funds**

  In 2001, Tabung TV3 was established to encourage the public's ongoing participation in and contribution to on-the-ground activities and other charitable events. This fund benefits the society's needy and less fortunate.

  Tabung TV3's selection and assessment process is guided by examining a broad spectrum of community needs including the disabled; disadvantaged; victims of catastrophes or natural disasters; those with social or health problems; war victims; and festive goodwill such as *Hari Raya Puasa*, Chinese New Year, Deepavali and Christmas.

TV3 *Bersamamu* Fund was established in 2005 to encourage public participation and contribution through the on-air programme, *Bersamamu*. It also covers on-the-ground related activities. Amanah Raya Berhad (ARB) has been appointed as the Fund's Trustee to manage all donations. The recipients may only receive a monthly allowance, medical assistance, educational fund, daily basic needs or accommodation if it is deemed reasonable by the Donation Committee.

- **Special Purpose Fund**

  Media Prima established its Special Purpose Fund to help in the event of war or natural disaster. It is used to provide relief to the victims. It provides the target group with humanitarian aid such as medical supplies, food supplies and other basic needs. The Fund is intended for use in a one-time campaign for a specific duration.

- **NSTP Typhoon Haiyan Disaster Fund**

  In November 2013, Media Prima announced the establishment of the Tabung Bencana Taufan Haiyan Media Prima-NSTP. Proceeds collected will be used to fund humanitarian aid for the victims of Typhoon Haiyan, which devastated the central Philippines. Winds reached 313 km/h as this typhoon forced millions of Filipinos from their homes and shattered infrastructure.

- **Tabung Wira Lahad Datu Media Prima**

  Tabung Wira Lahad Datu Media Prima was launched in March 2013 following the militant intrusion in Lahad Datu. Tabung Wira Lahad Datu Media Prima was established to commemorate the services of security personnel who were killed or injured in the line of duty defending the sovereignty of the country during Ops Daulat at Lahad Datu, Semporna and Kunak in Sabah. The immediate activation of the fund was delivered to the family members of the fallen and injured security personnel. The total donation received exceeded RM9.38 million.

  Distribution of the fund from the trust consists of a one-time disbursement to spouses of the deceased or parents in the case of unmarried security personnel. One-off disbursements will also be made to security personnel who were injured during the course of Ops Daulat. The proposed Death and Injury Compensation is as follows:

Type of Payment	Amount (RM)
Death Compensation	100,000.00
Severe Injury – leading To Retirement	35,000.00
Severe Injury – not leading to Retirement	18,000.00
Severe Injury	15,000.00
Light Injury	5,000.00

The disbursement also included monthly allowances to the next of kin and children. Special provisions have also been made for the education of all children of the fallen security personnel with annual education bursaries being provided until secondary schooling.

- **Media Prima Syrian Humanitarian Fund**

  The Syrian Humanitarian Fund was launched in September 2013 in collaboration with MERCY Malaysia. The launch of the fund was executed by Tun Dr. Mahathir Mohamad, President of the *Yayasan Keamanan Sedunia Perdana*. The funds were channelled to a humanitarian mission to help refugees in the Syrian conflict. It was estimated that there are over 2 million refugees with the conflict encroaching the borders of Lebanon, Jordan, Turkey, Egypt and Iraq. Half of these refugees are children and the number of refugees is expected to increase.

  As a good corporate citizens, we at Media Prima felt the suffering of the Syrian conflict refugees and felt compelled to establish this fund. In addition to fund-raising, we hope that this initiative will also raise public awareness about the crisis faced by the victims of this conflict.

  Money collected was channelled through MERCY Malaysia for a humanitarian mission to focus on health programmes such as the provision of medical supplies and medical equipment, psychosocial treatment and water supply projects.

Commitment to the Environment

At Media Prima, we are mindful of how our business consumes the world's natural resources. Proactive steps are taken to conserve the environment for future generations to enjoy. Our coordinated approach minimises the consumption of materials, water and energy while reducing our waste, effluents and GHG emissions. As we move towards ISO 9001, we hope to share our best practices as we introduce our Supplier Environmental Assessment.

We are mindful of how our business consumes the world's natural resources.

Materials Management

At NSTP, we manage our materials to maximise their productivity and have a well-coordinated approach to various issues. Effective materials management helps improve their productivity and reduce our wastage.

Our press system upgrades continue to improve in-house efficiency by reducing start up copies and printing registrations. These initiatives are ongoing and have further reduced newsprint wastage and paper consumption in terms of pages per kg.

Material usage at NSTP Printing Plants from 2011 to 2013

Material (MT)	2011	2012	2013
Newsprint	85,058	87,335	91,568
Ink	1,736	1,739	1,903

Paper Usage by Type

Reel Size/ Recycled/mixed	2012				2013			
	58"	43.5"	29"	Total	58"	43.5"	29"	Total
100%	25,435	5,992	6,228	37,655	33,680	7,665	6,992	48,337
Mix	16,950	5,793	3,636	26,379	17,636	4,591	4,705	26,932
Virgin Pulp	1,692	585	3	2,280	1,692	585	3	2,280
Total	**44,077**	**12,370**	**9,867**	**66,314**	**53,008**	**12,841**	**11,700**	**77,549**

In 2013, 62.33% of our paper was 100% recycled compared to 56.78% in 2012. Only 2.94% of our paper was made from virgin pulp compared to 3.44% in 2012. At NSTP, we will continue to ensure that our procurement of paper affects the environment as little is practicably possible.

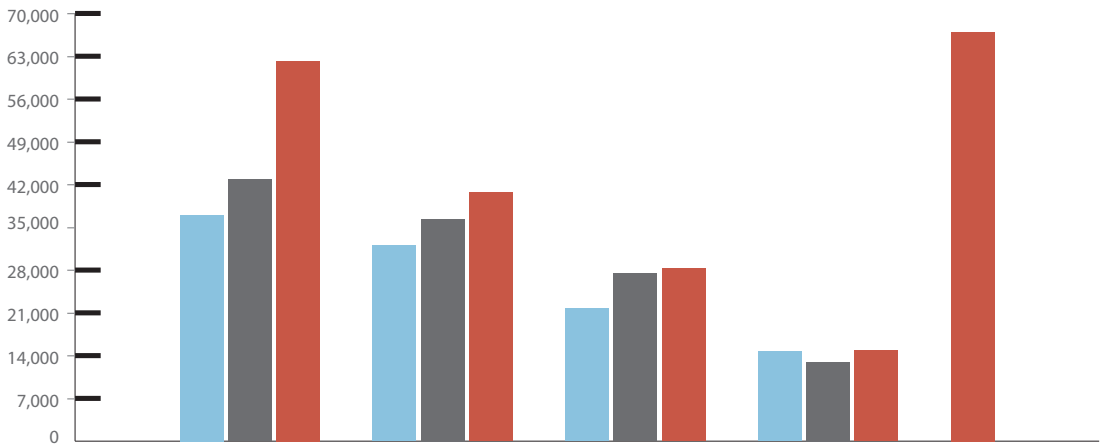
Chemical Usage, Prepress (litres)

Year	Shah Alam	Prai	Senai	Ajil	Total
2011	11,565	12,480	11,095	8,940	47,422
2012	10,720	9,570	9,450	9,135	37,765
2013	**14,831**	**10,100**	**8,670**	**7,900**	**41,501**

Water Management

The water consumption by NSTP's printing plants has increased due to a change in the chiller system. All water is supplied by a municipal water provider.

Water Consumption (m3) at NSTP Plants



	Shah Alam	Prai	Senai	Ajil	Bangsar
2011	37,002	32,004	21,735	14,682	
2012	42,874	36,379	27,395	12,936	
2013	62,218	40,727	28,272	14,817	66,979

Commitment to the Environment

ENERGY MANAGEMENT

Media Prima is working towards full compliance with the requirements of the Efficient Management of Electrical Energy Regulations 2008 endorsed by the Energy Commission of Malaysia. In 2013, NSTP commissioned a detailed audit of its air conditioning systems at Balai Berita Shah Alam. The efficiency and performance of the chillers were evaluated and compared with the chiller performance against the design parameters. Two chillers were assessed by testing, measuring and recording a few operating parameters during operation.

The efficiencies of the Chillers should be maintained below 0.95 IKW/Tonnes. The audit results showed that Chiller 1 and 3 were running at 0.73 KW/Tonnes and 0.71 KW/Tonnes respectively. The chillers are still performing well.

To achieve maximum efficiency, it was recommended that a new cooling tower infill, motorised valve, flume box and drain pan be installed for all three cooling towers. In 2013, we have replaced one cooling tower. The two remaining towers will be budgeted in 2014 for replacement in 2015. The maintenance work should also increase the lifespan of our air conditioning equipment. We hope to repeat this audit for the air conditioning systems at our other plants in due course.

NSTP also piloted the use of energy efficient LED lighting in its mailroom. It was found that this lighting produced higher glare due to its intensity and colour rendering. LED produces a Colour Rendering Index (CRI) that is close to 100. The most suitable CRI in our working areas is between 85 and 95.

NSTP opted for induction lighting at its plants. Despite its high initial cost, induction lighting has the following favourable characteristics:

- High efficacy, in many cases, 60+ or 70+ lumens per watt
- Excellent CRI
- Choice of warm white to cool white (2,700–6,500 K) colour temperature
- Instant start and restrike operation
- No flickering, strobing or noise
- Low-temperature operation
- High power factor: 0.90+

Energy usage for NSTP from 2011 to 2013 (kWh)

Site	2011	2012	2013
Balai Berita Bangsar	8,543,902	9,125,302	8,947,734
Balai Berita Shah Alam	4,828,100	6,858,984	7,091,041
Balai Berita Prai	4,828,100	5,195,664	5,594,236
Balai Berita Senai	5,462,009	5,312,544	5,427,881
Balai Berita Ajil	3,766,828	3,695,716	4,055,876
Total	**27,428,939**	**30,188,210**	**31,116,768**

NSTP's electricity consumption increased by 3.08% in 2013 compared with 2012. There was a significant increase in our number of newsprint pages printed due to our extended coverage of the General Election and the incursion in Lahad Datu.

Media Prima's Energy Consumption from 2011 to 2013 (kWh)

Site	2011	2012	2013
Sri Pentas	8,090,037	7,986,513	7,952,263
Glenmarie Shah Alam	2,123,213	2,003,831	1,953,594
Sri Pentas 2	159,700	156,400	161,500
TV3's Transmitters	7,738,266	8,286,658	8,050,996
ntv7's Transmitters	3,645,269	2,695,988	2,966,602
8TV's Transmitters	1,182,215	927,237	925,856
TV9's Transmitters	964,256	1,052,930	1,086,993
Hot FM Radio's Transmitters	343,781	343,776	343,804
TOTAL	**24,246,737**	**23,453,333**	**23,441,608**

* *Meter was faulty at Peringat November 2013*

** *Figure is based on estimation as meter at Bukit Singgalang, Bukit Kayu Malam and Bukit Nyabau were installed in June 2013*

*** *Transmitter power dropped from 3kW to 1kW between September and December*

Commitment to the Environment

Energy Consumption by Big Tree Outdoor from 2011 to 2013

	2011	2012	2013
Office	79,240.05	99,787.72*	71,436.00
Billboards	4,333,602.37	3,697,238.53	3,804,082.30

** Please note that this value is based on the conversion of cost of electricity to kWh*

Waste Management

Solid Waste

The Reduce, Reuse, Recycle (3R) concept has been implemented throughout our operations. NSTP sends 100% of its paper waste to Malaysian Newsprint Industries (MNI) for recycling. The collection of other wastes including aluminium and cores are being tendered. Unsellable waste is disposed of according to the environmental regulations. The breakdown of our newsprint waste sent to MNI in 2013 is presented below.

Newsprint Wastage	Amount (kg)	
	2012	2013
Stripping	8,331	5,674
Reel Ends	202,560	188,684
Run-up Spoilage	1,716,329	1,986,949
Empty Core	287,547	292,927
Newsprint Covers	320,479	309,109
Machine Waste (Scrap Paper)	275,153	278,171
Press Spoilage		1,871
Test Run & Mock-ups	25,708	34,494
Non Production Spoilage	22,550	1,921
Total	**2,858,657**	**3,099,800**

Scheduled Waste

At NSTP, scheduled waste such as contaminated rags, waste ink and chemical waste from the print is collected, stored and disposed of by Department of Environment (DOE) licensed contractors. These licensed contractors wash contaminated rags and return them to us for reuse. We send our chemical waste to a wastewater treatment plant (WWTP) which we operate and send monthly reports to the DOE. Sludge from WWTP is disposed as scheduled waste.

In 2012, NSTP completed the process of changing from Computer to Film (CTF) to Computer to Plate (CTP). In 2013, NSTP has eliminated one type of chemical waste as the development of films is no longer required.

In 2013, NSTP began testing and monitoring the performance of a new violet chemical-free plate solution at its plants in Senai and Shah Alam. This violet newspaper eliminates the need to replenish developer. In this system, a pH neutral gum solution washes and protects the polymer plates and makes them ready for press. It eliminates processing parameters, is efficient in use and dramatically reduces chemical waste.

With the new violet newspaper gum, the cleaning is even easier and the maintenance is reduced, which helps control the total cost per plate. It is hoped that this will help us reduce our chemical waste while lowering maintenance and operational costs. As it contains no hazardous ingredients, it is also safer for our employees to handle.

NSTP plans to implement and use the new plate by May 2014. Each plant will require a RM28,000.00 investment for the upgrade. It expected that 7,500 litres of chemical per plant can be prevented from being treated by NSTP's WWTP. This initiative is expected to save approximately RM70,000 a year.

NSTP Scheduled Waste Disposal (MT) in 2013

Waste Category	Waste Code	Ajil	Prai	Senai	Shah Alam	Total
E-Waste	SW110	0.34	–	–	–	0.34
Ink Sludge and Evaporator Sludge	SW416	3.49	0.46	0.66	5.06	8.56
Used Oil	SW305	6.67	1.71	1.68	–	18.46
Mixed Solvent	SW322	–	–	–	12.43	12.43
Rotowash Carboy	SW409	1.85	3.46	–	0.98	6.41
Contaminated Empty Drum	SW409	0.27	2.55	–	1.76	4.58
Used Rags	SW410	15.17	45.28	19.20	6.75	85.87
Used Activated Carbon	SW411	–	0.83	–	11.79	8.57
Ink Waste	SW418	2.22	–	0.99	9.57	12.78
Filter Press Sludge	SW416	3.93	–	–	9.59	13.52
Total		**33.94**	**54.29**	**22.53**	**60.76**	**171.52**

E-waste consists of discarded electrical or electronic devices. The recycling and disposal of e-waste may present a health threat to workers and communities. Balai Berita Ajil has liaised with the DOE and appointed Kualiti Alam, which is equipped to handle this type of waste.

Commitment to the Environment

Environmental Compliance

Media Prima and its subsidiaries subscribe to the following regulations:

- Environmental Quality (Clean Air) Regulations 1978
- Environmental Quality (Scheduled Wastes) Regulations 2005
- Environmental Quality (Sewage) Regulations 2009
- Environmental Quality (Industrial Effluent) Regulations 2009
- Local Government Act 1976 on waste dumping policy

We are pleased to report that there were no major penalties for violations of environmental-related laws and regulations.

Climate Change and Greenhouse Gas Emissions

A greenhouse gas GHG is any gaseous compound in the atmosphere that is capable of absorbing infrared radiation, thereby trapping and holding heat in the atmosphere.

Greenhouse gases are responsible for the greenhouse effect, which ultimately leads to global warming. Media Prima is committed to monitoring its greenhouse emissions and doing everything possible to reduce them.

This is the second year that we have calculated our carbon emissions. We are reporting on available data gathered from various parts of Media Prima.

Media Prima emissions accounting is based on the internationally-recognised GHG Protocol established by the World Business Council for Sustainable Development (WBCSD) and World Research Institute (WRI). Emissions accounting is based on the GHG Protocol classification of direct and indirect emissions.

Our total emissions increased by 5.50% from 49,463 MT in 2012 to 52,185 MT in 2013. The following table provides the full breakdown of our emissions and their sources.

Scope	Emissions Source	CO2-eq Emissions (MT)	
		2012	2013
1	Company Owned Vehicles	1,259	2636
2	Electricity	47,366	48,490
3	Air Travel	838	1,060
Total Emissions		49,463	52,185

Investor Relations

The Group maintains regular and proactive communication with its shareholders and investors, with the provision of clear, comprehensive and timely information through a number of readily accessible channels such as Corporate Website, Annual General Meeting and Investors Briefing. The Group's Investor Relations policy provides guidelines on the activities that enable the Board and Management to communicate effectively with the investment and financial community and other stakeholders including institutional investors, fund managers, analysts, bankers as well as research and stock-broking houses and the general public in relation to the dissemination of timely, relevant and accurate information pertaining to the Group.

The Board actively demonstrates and promotes the value of transparency, accountability and integrity in all its dealings with its investors to ensure their utmost satisfaction. The Board also maintains lines of communication with major shareholders to take heed of their concerns over matters relating to corporate governance and Group performance. The Corporate Finance Unit, under direct supervision of the Group Chief Financial Officer, is tasked with the responsibility to respond to all queries raised by the investors and analysts. This is particularly important to shareholders and investors for informed investment decision making. Corporate Communication Department is responsible to coordinate investor relations events and activities which include organising Annual General Meeting, Investors Briefing, press conferences and also providing a platform other than the Annual General Meeting for stakeholders to meet the Management and be updated on Group's performance and initiatives.

The Corporate Finance Department has conducted an Investor Relations survey in January 2014 to assess the levels of satisfaction and effectiveness of Media Prima's Investor Relations activities for 2013. Selected analysts, shareholders and fund managers were invited to participate in the survey. Media Prima has scored an overall score of 4.14 (out of a maximum of 5 points) which exceeds Media Prima's KPI target rating of 3.75.

In line with good corporate governance practice, an annual programme to meet both local and international investment communities including the institutional fund managers and analysts is set at the beginning of the year. To maintain good rapport and relationship with local and foreign investors and fund managers, the Group Managing Director and the Group Chief Financial Officer attended presentations and meetings in London, Boston, Hong Kong, Singapore and a series of local road shows during the year. Briefings with investors and analysts were also held after the second quarter and fourth quarter announcement of financial results to Bursa Securities to explain the Group's strategy, performance and major developments and to address other matters affecting shareholders' interest. This further enhances the Group's credibility in promoting good corporate governance practice and dealing with investors.

In addition to corporate announcements, events and developments are notified to the public via press releases and/or by holding press conferences after general meetings or corporate events. These would provide shareholders, analysts and the investing public with an overview of the Group's performance and operations. All press releases are consistent with announcement to Bursa Securities.

All corporate and financial information, such as the Annual Report of Media Prima Berhad, the quarterly announcements of the financial results of the Group, and other announcements and disclosures are available on Media Prima's website, *www.mediaprima.com.my*.

(from left):

DATUK JOHAN BIN JAAFFAR
(Chairman)

DATO' AMRIN BIN AWALUDDIN

DATUK SERI FATEH ISKANDAR BIN
TAN SRI DATO' MOHAMED MANSOR
(Deputy Chairman – since 19 November 2013)

TAN SRI DATO' SERI MOHAMED JAWHAR

TAN SRI LEE LAM THYE, JP

OUR BOARD OF DIRECTORS

DATUK AHMAD BIN ABD TALIB, JP

DATO' GUMURI BIN HUSSAIN

DATO' ABDUL KADIR BIN MOHD DEEN

DATUK SHAHRIL RIDZA BIN RIDZUAN

LYDIA ANNE ABRAHAM

Directors' Profile

DATUK JOHAN BIN JAAFFAR

Datuk Johan bin Jaaffar, aged 60, a Malaysian, is the Independent Non-Executive Chairman of Media Prima Berhad ("Media Prima"). He was appointed to the Board of Media Prima on 30 April 2009.

Datuk Johan is also Chairman of the following subsidiaries within Media Prima Group: Sistem Televisyen Malaysia Berhad ("STMB"), Synchrosound Studio Sdn Bhd ("Synchrosound Studio"), One FM Radio Sdn Bhd ("One FM"), Primeworks Studios Sdn Bhd ("PWS"), Big Tree Outdoor Sdn Bhd ("BTO") and Alt Media Sdn Bhd.

Currently, Datuk Johan is the Chairman of the Consultation and Corruption Prevention Panel, an independent panel under the Malaysian Anti-Corruption Commission (MACC) and also Chairman of Sekolah Sri Nobel, a private school. He is also a member of MERCY Malaysia Board of Trustees, sits on the Board of ASWARA and is a member of the National Information Technology Council (NITC). In addition, he also sits on the Board of Management of Perbadanan Tabung Pendidikan Tinggi Nasional (PTPTN).

Datuk Johan has been appointed as the Adjunct Professor in Limkokwing University of Creative Technology since 2011 and Universiti Utara Malaysia (UUM) since 2012. Other than that, he was also a Resident Writer in Universiti Teknologi Malaysia (UTM) from July 2012 until July 2013.

Datuk Johan was the Chairman of the Board of Dewan Bahasa dan Pustaka ("DBP") from 2006 until 2010. He started his career with DBP in 1977. In 1998, he was appointed as the Chief Editor of the DBP's magazine division. His last position was Head of General Publishing Department of DBP. In November 1992, Datuk Johan joined Utusan Melayu (M) Berhad as the Group Chief Editor for six (6) years before leaving the company in July 1998. In 1995, he was appointed as one of the members of Malaysian Business Council. When the government mooted the idea of the Multimedia Super Corridor, Datuk Johan was appointed to the Board of the Multimedia Development Council (MDC). He has also served as an Independent Non-Executive Director of Sindora Berhad.

In the past, Datuk Johan has served as committee member of Yayasan Anak-anak Yatim Malaysia, member of Jawatankuasa Diplomasi dan Hubungan Antarabangsa, member of Majlis Perpaduan Negara and member of the National Brains Trusts on National Education which is under the auspices of ISIS and the National Economic Action Committee (NEAC).

He holds a Bachelor of Arts from University Malaya and currently a columnist for the New Straits Times and Berita Harian.

Other than as disclosed, he does not have any family relationship with any Directors and/or major shareholders of Media Prima. He has no personal interest in any business arrangements involving Media Prima. He has had no convictions for any offences within the past ten years.

DATO' AMRIN BIN AWALUDDIN

Dato' Amrin bin Awaluddin, aged 47, a Malaysian, is the Group Managing Director of Media Prima. He was appointed to the Board of Media Prima on 1 September 2009.

He held various positions within the Group prior to assuming his current position on 1 September 2009 and holds a Bachelor of Business Administration (Honours) from Acadia University, Canada and Master of Business Administration (Finance) with Distinction from University of Hull, England.

He joined the Group as the Chief Financial Officer of Sistem Televisyen Malaysia Berhad ("TV3") in November 2001 with responsibilities, amongst others, to implement the restructuring and turnaround of TV3 and The New Straits Times Press (Malaysia) Berhad ("NSTP"). Completion of the restructuring of these former media assets of Malaysian Resources Corporation Berhad ("MRCB") in September 2003 led to the incorporation of Media Prima and his appointment as its Group Chief Financial Officer. Dato' Amrin played a pivotal role in transforming Media Prima into an integrated media group. He was involved in the acquisitions and restructurings of 8TV in 2003, ntv7, TV9, Hot FM and Fly FM in 2005 which contributed to the consolidation of the domestic TV industry and Media Prima's maiden expansion into radio. He led in the successful acquisition of Big Tree Outdoor Sdn Bhd and the eventual acquisitions of UPD Sdn Bhd and The Right Channel Sdn Bhd in 2006 and the delisting on NSTP in 2010.

During his tenure as the Chief Executive Officer of ntv7 (January 2006 - March 2008), Dato' Amrin led a team which formulated and implemented the financial and operational turnaround of the network, and the repositioning of the ntv7 brand.

Dato' Amrin sits on the Board of Media Prima's subsidiaries amongst them NSTP, STMB, Synchrosound Studio, BTO, Primeworks Studios and Alt Media Sdn Bhd.

He is the Deputy President of Kuala Lumpur Business Club (KLBC), a Member of the Asian Television Awards Advisory Board, a Board Advisor of Pusat Sains Negara, Board Members of Yayasan Kelana Ehsan and Enactus Education Foundation.

Prior to joining the Group, Dato' Amrin was with Amanah Merchant Bank Berhad, Renong Berhad, Malaysia Resources Corporation Berhad and Putera Capital Berhad.

Other than as disclosed, he does not have any family relationship with any Directors and/or major shareholders of Media Prima. He has no personal interest in any business arrangements involving Media Prima. He has had no convictions for any offences within the past ten years.

DATUK SERI FATEH ISKANDAR BIN TAN SRI DATO' MOHAMED MANSOR

Datuk Seri Fateh Iskandar bin Tan Sri Dato' Mohamed Mansor, aged 46, a Malaysian, is the Deputy Chairman of the Group (effective 19 November 2013) and also the Senior Independent Non-Executive Director of Media Prima. He was appointed to the Board of Media Prima on 4 September 2009, and is the Chairman of the Nomination Committee, Remuneration Committee and Risk Management Committee of Media Prima.

Datuk Seri Fateh Iskandar attended the Malay College Kuala Kangsar (MCKK) and later obtained his law degree from the University of Queensland, Australia and subsequently went on to obtain his Masters in Business Administration.

He practiced law in Australia before coming back to Malaysia joining Kumpulan Perangsang Selangor Berhad (KPS) as its Corporate Manager. He left KPS to join Glomac in 1992 as General Manager for Business Development and climbed the way up the corporate ladder. In February 1997, he was appointed to the Board of Glomac Berhad. He is currently the Group Managing Director / Chief Executive Officer of Glomac Berhad, a main board property company listed on Bursa Malaysia since June 2000.

Apart from sitting on several private limited companies, Datuk Seri Fateh Iskandar sits on the Board of Axis-Reits Managers Berhad, the first REITs company to be listed on Bursa Malaysia. Within the Media Prima Group, he sits on the Board of NSTP. Recently, he was appointed as a Director of Telekom Malaysia Berhad, Malaysia's broadband champion and leading integrated information and communications Group.

He is currently the Deputy President of The Real Estate & Housing Developer's Association (REHDA) Malaysia and Immediate Past Chairman of REHDA Selangor Branch. He is now the Deputy Chairman of the Malaysian Australian Business Council (MABC), Chairman of Gagasan Badan Ekonomi Melayu, Selangor Branch (GABEM) a body that promotes entrepreneurship amongst Malays in the country. He is the Co-Chair of the Special Taskforce to Facilitate

Business Group (PEMUDAH) on Legal & Services and is also a Member of PEMUDAH Selangor Group. He is one of the founding Director of MPI (Malaysian Property Incorporated), a partnership between the Government and the private sector that was established to promote property investments and ownership to foreigners all around the world.

With around 20 years of experience and involvement in the property development industry, his vast experience and expertise has made him a very well-known and respected figure among his peers locally as well as on the international arena. He is frequently invited as a guest speaker in forums, seminars and conventions to offer his insights and views and to share his wealth of experience and has given talks both locally and internationally on the property market in Malaysia over the years. He was awarded the "Malaysian Business Award in Property 2012" and won another award in August 2013 for "Outstanding Entrepreneurship Award" by the prestigious Asia Pacific Entrepreneurship Awards 2013 Malaysia.

Other than as disclosed, he does not have any family relationship with any Directors and/or major shareholders of Media Prima. He has no personal interest in any business arrangements involving Media Prima. He has had no convictions for any offences within the past ten years.

TAN SRI DATO' SERI MOHAMED JAWHAR

Tan Sri Dato' Seri Mohamed Jawhar, aged 69, a Malaysian, is an Independent Non-Executive Director of Media Prima. He was appointed to the Board of Media Prima on 30 August 2006. He is also a member of the Audit Committee, Nomination Committee and Risk Management Committee.

His other positions include and has included: Chairman, Institute of Strategic and International Studies (ISIS) Malaysia; Member, Securities Commission Malaysia; Member, Malaysian Anti-Corruption Commission Advisory Panel; Distinguished Fellow, Institute of Diplomacy and Foreign Relations (IDFR), Ministry of Foreign Affairs Malaysia; Distinguished Fellow, Malaysian Institute of Defence and Security (MiDAS); Board Member, International Institute of Advanced Islamic Studies (IAIS) Malaysia; Member, National Unity Advisory Panel, Malaysia (2004-2009); Chairman, Malaysian National Committee, Pacific Economic Cooperation Council (2005-2009); Co-Chair, Network of East Asia Think-tanks (NEAT) (2005-2006); Co-Chair, Council for Security Cooperation in the Asia Pacific (CSCAP) (2006-2008); and Expert and Eminent Person, ASEAN Regional Forum (ARF). Tan Sri Jawhar also holds directorships in Ekuiti Nasional Berhad (Ekuinas), Affin Bank and Affin Islamic Bank. Within the Media Prima Group, he is Chairman of NSTP and Board Member of STMB.

He served with the government for over 20 years before joining ISIS Malaysia as Deputy Director-General in 1990. He was appointed as Director-General in March 1997 and later as Chairman and CEO in 2006. Although no longer CEO of ISIS since January 2010, he still serves as its Chairman.

During his government service, his positions included Director-General, Department of National Unity; Under-Secretary, Ministry of Home Affairs; Director (Analysis) Research Division Prime Minister's Department; and Principal Assistant Secretary, National Security Council. He has also served as Counselor in the Malaysian Embassies in Indonesia and Thailand.

He holds a BA Hons. from University Malaya.

Other than disclosed, he does not have any family relationship with any Directors and/or major shareholders of Media Prima. He has no personal interest in any business arrangements involving Media Prima. He has had no convictions for any offences within the past ten years.

TAN SRI LEE LAM THYE, JP

Tan Sri Lee Lam Thye, aged 67, a Malaysian, is an Independent Non-Executive Director of Media Prima. He was appointed to the Board of Media Prima on 18 August 2003, and is a Member of the Nomination Committee, Audit Committee and Remuneration Committee.

Before retiring from politics in 1990, Tan Sri Lee served as the State Legislative Assemblyman for Bukit Nenas, Selangor, from 1969 to 1974 and from 1974 to 1990 as the Member of Parliament for Kuala Lumpur Bandar/Bukit Bintang.

He currently serves as the Chairman of the National Institute of Occupational Safety & Health under the Ministry of Human Resources. He is also the Chairman of the SP Setia Foundation, Vice-Chairman of the Malaysia Crime Prevention Foundation and Deputy Chairman of the National Unity Consultative Council. Previously he served as a Member of the Royal Commission to enhance the operations and management of the Royal Malaysian Police. He was also Chairman of the National Service Training Council and a former Member of the Malaysian Human Rights Commission.

In the private sector, Tan Sri Lee serves as a Non-Executive Director of Amcorp Properties Berhad (AMPROP Berhad) and a board Member of the Eco World Development Group Berhad (formerly known as the Focal Aims Holdings Berhad). Within the Media Prima Group, he is a Board member of STMB and Synchrosound Studio. Tan Sri Lee is also a Professional Representative on the Board of Employees Provident Fund since 1 June 2009.

Tan Sri Lee completed his secondary education at Saint Michael's Institution, Ipoh, Perak, and obtained his Senior Cambridge Certificate in 1965.

Other than as disclosed, he does not have any family relationship with any Directors and/or major shareholders of Media Prima. He has no personal interest in any business arrangements involving Media Prima. He has had no convictions for any offences within the past ten years.

DATO' ABDUL KADIR BIN MOHD DEEN

Dato' Abdul Kadir bin Mohd Deen, aged 69, a Malaysian, is an Independent Non-Executive Director of Media Prima. He was appointed to the Board of Media Prima on 29 May 2007. He is also a Member of the Remuneration Committee, Nomination Committee and Audit Committee.

Within the Media Prima Group, Dato' Abdul Kadir sits on the Board of STMB, BTO and Alt Media Sdn Bhd. Outside the Group, he is the Chairman of Eco Motive Sdn Bhd. Dato' Abdul Kadir was with the Ministry of Foreign Affairs for over 33 years and served in various overseas postings, including Second Secretary at the Embassy of Malaysia in Manila, Philippines, 1973-1976 and First Secretary at the Embassy of Malaysia, Kuwait, 1977-1979. He also served as the Minister Counselor Deputy Permanent Representative, Malaysian Permanent Mission to the United Nations, New York from 1984-1988. He was subsequently assigned as Deputy Chief of Mission, Embassy of Malaysia, Beijing, People's Republic of China from March 1988 to December 1989. In October 1990 he was reassigned as Minister, Deputy Chief of Mission, Embassy of Malaysia, Tokyo, Japan and thereafter in July 1992 he was appointed High Commissioner of Malaysia to Sri Lanka until December 1996. From January 1997 to February 1999 he was High Commissioner of Malaysia to South Africa. He was reassigned as Ambassador of Malaysia to the Federal Republic of Germany concurrently accredited to Switzerland and Greece from 1999 to 2003, before his retirement from the Malaysian Diplomatic Service.

He holds a B.A. (Hons) from University of Lancaster, United Kingdom.

Other than as disclosed, he does not have any family relationship with any Directors and/or major shareholders of Media Prima. He has no personal interest in any business arrangements involving Media Prima. He has had no convictions for any offences within the past ten years.

DATO' GUMURI BIN HUSSAIN

Dato' Gumuri bin Hussain, aged 68, a Malaysian, is an Independent Non-Executive Director of Media Prima. He was appointed to the Board of Media Prima on 29 April 2008. He is also the Chairman of the Audit Committee and member of the Risk Management Committee of Media Prima.

Dato' Gumuri is currently a Board member of Metrod Holdings Berhad and KUB Malaysia Berhad. Dato' Gumuri is also a member of the Securities Commission and Audit Oversight Board. Within the Media Prima Group, he sits on the Board of BTO and Alt Media Sdn Bhd.

Dato' Gumuri was the former Managing Director and Chief Executive Officer of Penerbangan Malaysia Berhad from August 2002 to August 2004. Prior to this, he was a Senior Partner and Deputy Chairman of the Governance Board of PricewaterhouseCoopers Malaysia. He also served as a Non-Executive Director of Bank Industri & Teknologi Malaysia Berhad, Malaysian Airline System Berhad and Sabah Bank Berhad.

Dato' Gumuri is a Fellow of the Institute of Chartered Accountants in England and Wales, a member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants.

Other than as disclosed, he does not have any family relationship with any Directors and/or major shareholders of Media Prima. He has no personal interest in any business arrangements involving Media Prima. He has had no convictions for any offences within the past ten years.

DATUK AHMAD BIN ABD TALIB, JP

Datuk Ahmad bin Abd Talib, aged 62, a Malaysian, is the Group Advisor, Corporate Social Responsibility of Media Prima. He was appointed to the Board of Media Prima on 1 July 2009 and is a member of the Risk Management Committee of Media Prima.

Datuk Ahmad began his career in journalism as a reporter with the Economic Service of BERNAMA in 1972. He joined Financial Publications Sdn Bhd (a subsidiary of NSTP now known as Business Times (Malaysia) Sdn Bhd) in 1978. On 1 May 1985 he joined Berita Harian Sdn Bhd as the Economic News Editor.

In 1987, Datuk Ahmad became Assistant Editor, Berita Harian before joining New Straits Times as News Editor. He rose through the ranks, becoming Chief News Editor, Associate Editor and Assistant Group Editor between 1991 and 1996.

Datuk Ahmad was made Group Editor, New Straits Times in 1998. He was later re-designated as Group General Manager, Communications and Editorial Marketing in 2004. Datuk Ahmad opted for early retirement from the NSTP Group in 2005 before rejoining again in 2009.

Datuk Ahmad is currently a trustee for Yayasan Salam Malaysia and Yayasan Kebajikan Anak-Anak Yatim Malaysia. He is also the National Vice Chairman of the Malaysian Red Crescent. Within the Media Prima Group, he is on the Board of STMB and NSTP.

Datuk Ahmad was awarded The Knight-Bagehot Fellowship in Economics and Business Journalism, Columbia University, New York in 1989/1990. He also participated in the NSK-CAJ Fellowship Programme, Japanese Newspaper Publishers and Editors Association.

Other than as disclosed, he does not have any family relationship with any Directors and/or major shareholders of Media Prima. He has no personal interest in any business arrangements involving Media Prima. He has had no convictions for any offences within the past ten years.

DATUK SHAHRIL RIDZA BIN RIDZUAN

Datuk Shahril Ridza bin Ridzuan, aged 43, a Malaysian, is a Non-Independent Non-Executive Director of Media Prima. He was appointed to the Board of Media Prima on 22 October 2001 and is a member of the Remuneration Committee.

Datuk Shahril Ridza currently sits on the Boards of Malaysian Resources Corporation Berhad, Malaysia Building Society Berhad and Pengurusan Danaharta Nasional Berhad.

Datuk Shahril Ridza began his career as a Legal Assistant at Zain & Co from 1994 to 1996. He then became Special Assistant to the Executive Chairman of Trenergy (M) Berhad/Turnaround Managers Inc (M) Sdn Bhd from 1997 to 1998. He subsequently joined Pengurusan Danaharta Nasional Berhad in 1998 for a year before joining SSR Associates Sdn Bhd as Executive Director from 1999 to August 2001. He served as Group Managing Director, Malaysian Resources Corporation Berhad ("MRCB") until November 2009 and is presently Chief Executive Officer at Employees Provident Fund ("EPF").

Datuk Shahril Ridza holds a Bachelor of Civil Law (1st Class) from Oxford University, England, a Master of Arts (1st Class) from Cambridge University, England, and was called to the Malaysian Bar and the Bar of England & Wales.

Other than as disclosed, he does not have any family relationship with any Directors and/or major shareholders of Media Prima. He has no personal interest in any business arrangements involving Media Prima Berhad. He has had no convictions for any offences within the past ten years.

LYDIA ANNE ABRAHAM

Lydia Anne Abraham, aged 56, a Malaysian, is an Independent Non-Executive Director of Media Prima. She was appointed to the Board of Media Prima on 19 November 2013.

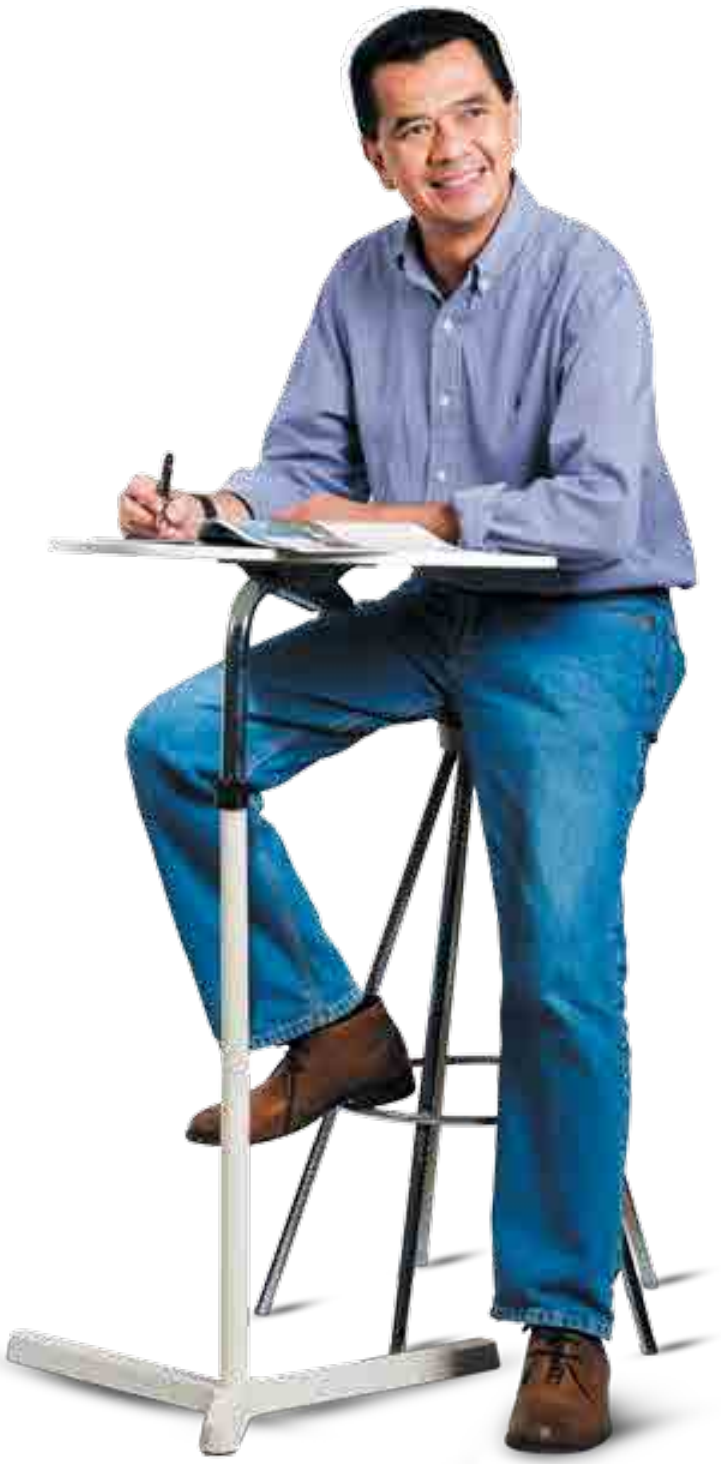
Anne has over 20 years of experience in the Information Technology industry, starting out as a Technical Trainer in 1990, moving her way up to be the Managing Director for the Cisco Malaysian operations in 2008, a position she held for three years. Prior to that role, she was the Country Manager for the SAP Malaysian Operations for over two years. Holding leadership positions in two of the largest global technology corporations allowed her to be involved in strategic and significant technology discuss'ons, recommendations and implementations across both government and corporate sectors in Malaysia. Her career track includes positions in Baan Asia Pacific, Oracle Malaysia and MCSB Systems Malaysia.

In the course of her corporate career, she has always been a strong advocate for women's advancement into leadership positions. In August 2011 she decided to leave the corporate world to establish a consulting and training organisation committed to changing perceptions and mindsets on the significance of balanced gender leadership. Hence, the establishment of LeadWomen Sdn Bhd in August 2011. As founder and Chief Executive Officer of LeadWomen, Anne plays a pivotal role in guiding the company's vision and mission towards developing and advancing women into leadership positions across the corporate and government sectors in the ASEAN Region. Currently, she is working on the Malaysian government's initiative to drive for at least 30% women representation in decision-making positions and boards of Malaysian public listed companies.

Anne holds a B.A. in Mathematics from Essex University, United Kingdom and a Higher National Diploma in Computer Studies from Plymouth Polytechnic, United Kingdom.

Other than as disclosed, she does not have any family relationship with any Directors and/or major shareholders of Media Prima. She has no personal interest in any business arrangements involving Media Prima. She has had no convictions for any offences within the past ten years.

Senior Management
Profile



Our Senior Management

Our senior management comprises of the most prominent, knowledgeable, and highly experienced individuals in the media industry.

DATO' AMRIN BIN AWALUDDIN

Group Managing Director
Media Prima Berhad

As Malaysia's largest media company, we enrich millions of lives across the country every day with award-winning content. At Media Prima, we are in the business of providing news, information and entertainment through our integrated media platforms. Whilst it is something that we are renowned for, the task of delivering them consistently is a responsibility that we take very passionately. We continue to churn out quality content that is relevant to our consumers, winning major awards in multiple categories in entertainment, journalism and advertising along the way. Equally as important, we have successfully found new ways to deliver them effectively across multitude platforms.

The business that we have built together over the years has not only enabled us to set new standards, it has also enabled us to thrive in an industry ecosystem that has rapidly evolved from what it was just a year ago. Our company's strength is mainly built on the ability to anticipate and implement strategic actions in line with changes in consumer behaviour and customer demands. By offering digital services online and taking advantage of the power of social media, we are able to realise new opportunities to complement our traditional media platforms, bringing the same award winning quality content direct to customers through their smart devices, internet televisions and computers. Consumers now have more options. Never before has Media Prima played a greater role in enriching the media ecosystem in this country.

MOHAMAD ARIFF BIN IBRAHIM

Group Chief Financial Officer
Media Prima Berhad

Businesses can thrive if they are backed by strong fundamentals. We have both compelling contents and reach to offer our consumers and clients. In this industry, consumer expectation not only have to be met, but also anticipated. The ability to anticipate such needs and behaviour will enable us to render excellent service beyond expectations. We need to set the trends, not merely follow them. This mindset need to be ingrained in all of us, be it for the front liners, our content producers and even the support function. Then, we can remain up there, being valued more than our peers. That is what we are, this is what we do. At Media Prima, we are the nucleus of the consumer and media business eco-system.

Senior Management Profile

AHMAD IZHAM BIN OMAR

Chief Executive Officer
Television Networks
Chief Executive Officer
Primeworks Studios Sdn Bhd
Media Prima Berhad

We dream of a wonderful utopian world where information, communications and entertainment are readily available at our fingertips. Where all the things we need to know are ingrained into our daily lives into the gadgets we carry with us, into the daily routines we go through.

This is not the stuff of movies or make-believe. This scenario is already in the not-too-distant future. A wonderful eco system of media that permeates into our very own eco system of life.

At Media Prima, we are getting ready for this utopia. We have put in strategies that will enable us to not just survive but thrive in the future. We are excited at all the innovations happening in our organisation, from astounding digital platforms to constant hits that capture the imagination of the population.

The future then is within us. It is just a matter of all of us now working together to ensure that we deliver on the promise we have made not only for the consumers, not only for the stakeholders, but for ourselves.

We will still dream. But we will make it real.

DATUK AHMAD BIN ABD TALIB, JP

Group Advisor
Corporate Social Responsibility *(Appointed on 19 November 2013)*
Media Prima Berhad

Let us spread the culture of helping others. Let us make this effort as one of our core businesses. Helping others should be second nature to us. In fact, we have been brought up with constant reminders to do good to others. Which means helping others should be made part of our DNA, if not already!

Therefore, based on this premise, we should have no problem in carrying out our corporate social responsibility. Helping others at the corporate level is institutionalised under corporate social responsibility. It means the same. At the individual level, each of us help our friends, our neighbours, our relatives. At the corporate level, we help the whole neighbourhood and in so doing help in the process of nation building.

I recall a hawker in Johor who work tirelessly and handed over a big portion of his income to a nearby school. He did this quietly, diligently and with much sincerity. He was not unnoticed. His own private CSR won him recognition, even though such recognition was not anywhere near or close to his mind.

Surely, we, with all the facilities, network and intellectual passion at our disposal, can do as much if not more than our Mee seller!

Are you in this?

DATUK SHAHARUDIN BIN ABD LATIF

Director
News & Editorial Operations
(Appointed on 19 November 2013)
Media Prima Berhad

It is critical that we really understand and adapt to the changing consumer trends and behaviour in getting the latest and relevant news that effects their daily lives. The media ecosystem that we are in comprises of many diverse elements which is ever changing and hardly remains constant. There are many challenges, amongst other, the booming of alternative media where news disseminate faster, usually in real time. Consumers no longer have to wait for their prime time news. They can go to any other online news daily at any time they wish using their smart gadgets.

Media Prima too has adopted to changing trends, providing more options in terms of news delivery through online and social media along with our highly successful television and print medium. Nonetheless, the one thing that remains constant is the trust people put in Media Prima's news and editorial operations to deliver award winning content through ground breaking news, commentary pieces and stories that impact their communities. We remain the preferred choice for prime time viewing and reading through our television networks and print respectively. Our news and editorial operations remain as effective as ever and continue to maintain significant influence on the formation of business and political opinion though we would continue to double our effort to encourage public engagement through community journalism.

Moving forward, we endeavour to remain as the number one news and current affairs programme provider, maintain close relationships with all the Group's media platforms and spur revenue growth. We are also committed to conceptualise the super newsroom concept which is content driven. All of these are imperative if we are to remain as the trusted source of news in our media ecosystem.

Senior Management Profile

JEFF CHEAH SEE HEONG

Chief Executive Officer
Big Tree Outdoor Sdn Bhd
Media Prima Berhad

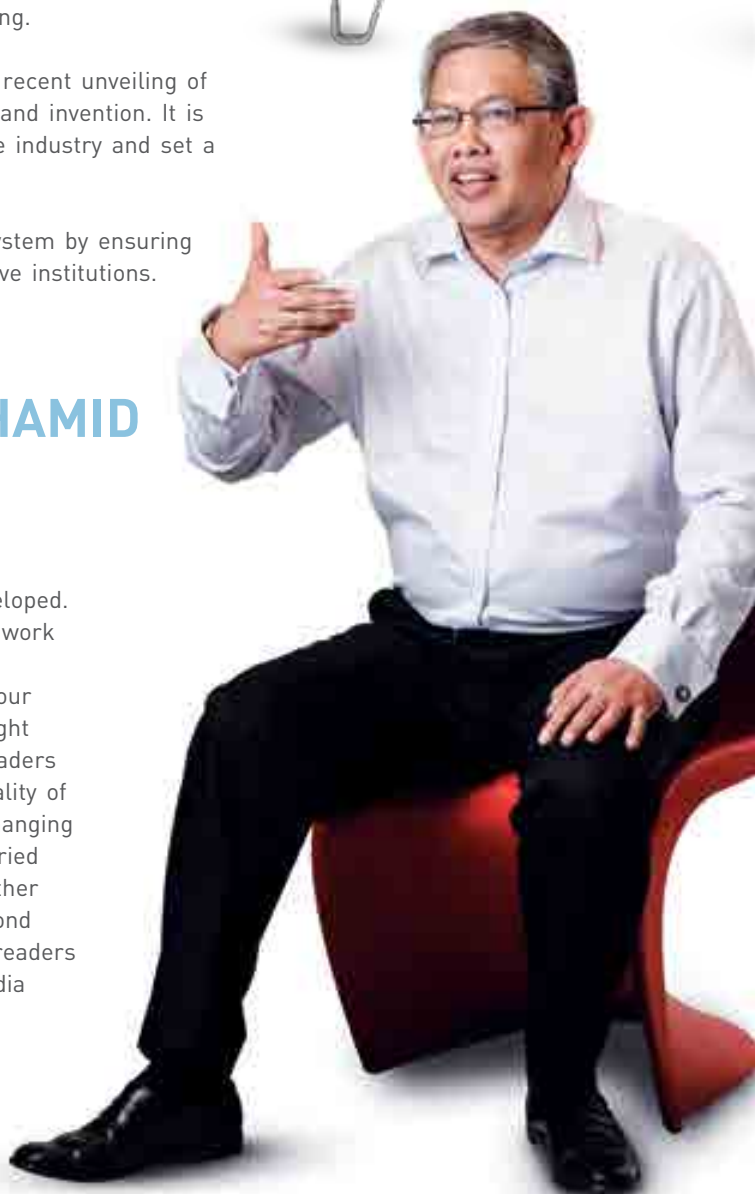
Whilst ecosystem breeds life into our environment, elements of connectivity and interaction with living beings are vital to our community that exudes innovation.

Innovation has long been the key success for Big Tree Outdoor. We strive in this highly competitive environment which rest on the foundational institutions that provides fertile soil in which to seed, grow and strengthen its enterprises. Institutions such as brand owners, property owners, supply chains and internal stakeholders are less effective as economic agents when they operate in isolation. They are more likely to contribute and prosper when they are networked and work cohesively as a unit.

Enhancing the links and collaboration among these institutions can enrich the business ecosystem and help ideas blossom. It is the constant innovations in every aspects that help to sustain our leadership positioning.

Innovation needs an effective ecosystem and as such, our recent unveiling of the region's first CUBIG is the testament of our creativity and invention. It is the ultimate and futuristic brand that will revolutionise the industry and set a new milestone of dynamism in outdoor media landscape.

We strive to bring the prefect balance of our ecological system by ensuring the right processes in place and with the team of innovative institutions.



DATUK ABDUL JALIL BIN HAMID

Group Managing Editor
The New Straits Times Press (Malaysia) Berhad
Media Prima Berhad

Innovation thrives when people and institutions provide a conducive environment for ideas to be generated and developed. But they will be less effective when institutions or people work in isolation. Enhancing the links across platforms and institutions can enrich the business ecosystem. At NSTP, our editors have been embracing change and innovation, brought about by the fast changing technology and the way our readers consume news. We will continuously improve both the quality of the content and the delivery of the content to meet the changing consumer needs. We will tap the vast resources of the varied media platforms under the Media Prima ecosystem to further enrich print and digital content. We should also think beyond print by harnessing our rich content to reach out to new readers in this borderless world. The market potentials in the media universe are limitless, to say the least.

MOHAMMAD AZLAN BIN ABDULLAH

Chief Executive Officer
The New Straits Times Press (Malaysia) Berhad
Media Prima Berhad

Going into its 169th year in print industry, NSTP evolves into a different environment of media landscape. Amidst the challenges in the industry, we work well within the eco system of media platforms under the Media Prima Group, complementing the group's spirit of integration.

"You'll Never Walk Alone" is a tagline I hold on to personally. With our richness in tradition and heritage, nurturing the young ones and supporting the mature ones, we foster stronger teamwork in order to enhance our business process, produce great products and reach out to our consumers.

2014 is going to be a challenging year for us as the industry continues to raise the bar for our performance similar to the World Cup challenge to the competing nations. Threats now come in multiple essentials. We face greater challenges from the emerging social media and user generated content. We must change the way we do business to adapt and ensure our relevance and remain as consumer choice for reliable, trustworthy and interesting news.

Senior Management Profile

DATUK MOHD ASHRAF BIN ABDULLAH

Group Managing Editor, News & Current Affairs
TV Networks
(Appointed on 19 November 2013)
Media Prima Berhad

The year 2013 was challenging yet exciting for all of us at Media Prima Television Networks, especially those at the News and Current Affairs Division.

There were quite a number of excitements in 2013. Topping them all was, of course, the 13th General Election, dubbed by many as the "Mother of All Elections."

For the first time during the 13th General Election, we witnessed a convergence of the various platforms under Media Prima. With our existing platforms, coupled with full utilisation of the social media, we managed to provide real-time and accurate information to our viewers, listeners and readers alike.

Our special general election website *MyUndi* received overwhelming response from those who were eager to get the latest election results.

Moving forward, "Digital First" will be the new eco system within Media Prima. We will strive to ensure that our stakeholders get the news that matters promptly on their palms, wherever they are.

We are witnessing a new era in an ever-changing media world.

SATHIASEELAN A/L PAUL THURAI

Chief Executive Officer, Radio Networks
Chief Operating Officer, Television Networks
(Appointed on 1 January 2014)
Media Prima Berhad

Early this year (2014) we had the biggest show in the country, *Anugerah Juara Lagu TV3* trending No.1 in the WORLD. We were not just being watched in the country but around the world while at the same time the ecosystem of the company allows us to integrate the launch of our new product Tonton Music. That is simply amazing! That is the beauty of Media Prima Berhad, our ecosystem allows us in becoming a great seamless synergised platform. I believe we will continue to evolve and will be able to provide a greater experience for our consumers and more value for our stakeholders.

In 2013 we started building our news convergence with NSTP and using their strength as our backend for our radio news content. We will further enhance this with building news personalities via radio but leveraging on already famous writers within NSTP group. This will power up our content proposition for our listeners and further showcase how greatly synergise we can become.

As for radio itself, we are becoming more sexy with the launch of Tonton Music with Media Prima Digital. Traditional radio will continue to strive but with the help of digital we will be amplified and will play a bigger role in our consumer's life. We have more plans on leveraging social media and digital and at the same time delivering great content for listeners no matter where they are and when they need to do so. We will continue to enhance the platform and at the same time looking at every other opportunity to make it more relevant and close to our consumer's heart.

DATO' ZAINUL ARIFIN BIN MOHAMMED ISA

Chief Executive Officer
Media Prima Digital
(Appointed on 19 November 2013)
Media Prima Berhad

A rather simple analogy will suggest content to be like water, while the internet, the pipe. We can have too many pipes or pipelines, but with water being the sustenance of life, we can never have enough it, or staying true to the analogy good content is rather priceless.

As a group, Media Prima has substantially more than 1,000 people who are directly involved in content creation, be it for the newspaper, television, radio, the cinema or the web. It must be the most prolific content producer in the country, if not the region.

In these days of audience fragmentation and multi-platform consumption, it is extremely important that our content be made available in every manner and as easily as possible. Keeping our readers and audience with us is extremely important and Media Prima Digital is committed, among other things, to work with the other platforms to extend the reach of the group's content beyond their respective traditional means.

Senior Management Profile

SHAREEN OOI

Group Chief Marketing Officer
Integrated Marketing
Media Prima Berhad

Integrated Marketing is now the buzz word in media advertising. With viewers and consumers growing increasingly sophisticated by the day, the integration of multiple media platforms in advertising campaigns can no longer be considered innovative. Rather, the practice is now a norm, even a necessity, amongst advertisers seeking to effectively capture target audiences with complex needs and short attention spans.

Media Prima, as the only media investment group in Malaysia possessing ALL prevailing media platforms under one roof, is well poised for exciting times ahead given our distinct edge over other industry players. But as all successful media corporations would tell you: it is not just about having the right platforms. The real challenge lies in "connecting the dots" – in achieving a collective synergy across all platforms under our wings and translating that synergy into tangible results for the companies and individuals who have come to trust us for their advertising needs.

As the media eco system continues to evolve, the co-existence of our platforms is undoubtedly key to our business. The onus is now on Media Prima to bring our platforms closer than ever before as a unified force, by fostering greater mutual understanding and appreciation amongst our six core business divisions and exploring more efficient cross-media collaborations to boost our capacity to offer higher-value solutions to our clienteles.

With this, there is no doubt in my mind that we would continue to surge ahead as Malaysia's leading media powerhouse.

DATUK KAMAL BIN KHALID

Chief Operating Officer
Group Shared Services
Media Prima Berhad

"Changes aren't permanent, but change is." When I first heard these lyrics as an easily impressed 17 year old, they seemed so profound. But they do contain a basic truth - especially now, especially in the media. The new quickly becomes the old, what was hot will turn cold and innovation will be eclipsed by obsolescence.

I am therefore always humbled by the fact that after all these years, we are still able to touch people's lives and make a difference even though the media landscape is radically different than we started. It is still thrilling when our content stimulates dinner table discussions, or when a first time auteur on whom we took a chance wins an award, or when our platforms are mobilised in weird and wonderful ways to introduce a client's new product to the Malaysian public.

But change, as the song says, is permanent – it will be exciting to continue our own evolution so that we can continue to nurture and enrich our ecosystem.

Statement on

Corporate Governance

The Board of Directors of Media Prima Berhad is committed towards achieving excellence in corporate governance and acknowledges that the prime responsibility for good corporate governance lies with the Board. The Board is fully committed to ensuring that the highest standards of corporate governance are practised throughout Media Prima and its subsidiaries (the Group) as a fundamental part of discharging its responsibilities to create, protect and enhance shareholders' value and the performance of the Group.

The Malaysian Code on Corporate Governance 2012 (the Code) aims to set out principles and best practices on structures and processes that companies may apply in their operations towards achieving the optimal governance framework. The Board reaffirms its supports to the Code and believes that good corporate governance is fundamental in achieving the Group's objectives. In order to ensure that the best interests of shareholders and other stakeholders are effectively served, the Board continues to play an active role in improving governance practices and monitors the development in corporate governance including the Code.

The commitment and efforts of the Board, Management and employees of Media Prima in sustaining high standards of corporate governance and investor relations is proven by the following accolades received in 2013:

Award	Awarded by
Corporate Governance Poll 2013 (Malaysia) • Best Overall for Corporate Governance • Best for Disclosure and Transparency • Best for Responsibilities of Management and The Board of Directors • Best for Investor Relations	AsiaMoney's Corporate Governance Poll 2013
Corporate Governance Industry Excellence Award – Consumer Services	Minority Shareholder Watchdog Group (MSWG)
Platinum Award for Best Corporate Social Responsibility Reporting	National Annual Corporate Report Awards 2013
Best Sustainability Report Award	ACCA Malaysia Sustainability Reporting Awards 2013

The Board of Media Prima is pleased to report to the shareholders, the Group's application of the Principles in the Code and the extent to which the Group has complied with the "Recommendations" of the Code during the financial year ended 31 December 2013.

A. THE BOARD OF DIRECTORS

The Group is led and controlled by an effective Board. All Board members carry an independent judgement to bear on issues of strategy, performance, resources and standards of conduct. The Board understands the Board's philosophy, principles, ethics, mission and vision and reflects this understanding on key issues throughout the year.

The Board delegates authority and vests accountability for the Group's day to day operations with a Management team led by the Group Managing Director (GMD). The Board, however assumes the following responsibilies in discharging its duty of stewardship of the Group:

- Reviewing and adopting a strategic plan for the Group;
- Overseeing the conduct of the Group's business to evaluate whether the Group is being properly managed;
- Succession planning including appointing, training, fixing the compensation of and where appropriate, replacing Senior Management;
- Identifying principal risks and ensuring implementation of appropriate systems to manage these risks;
- Developing and implementing an investor relations programme and shareholder communications policy for the Group; and
- Reviewing the adequacy and the integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines.

Board Composition and Balance

The Board is comprised of individuals who are highly experienced in their respective fields of endeavour and whose knowledge, background and judgement is valuable in ensuring that the Group achieves the highest standards of performance, accountability and ethical behaviour as expected by Media Prima's stakeholders.

The Board has a balanced composition of Executive and Non-Executive Directors (including Independent Directors) such that no individual or group of individuals can dominate the Board's decision-making powers and processes. The Independent Non-Executive Directors make up 70% of the Board membership.

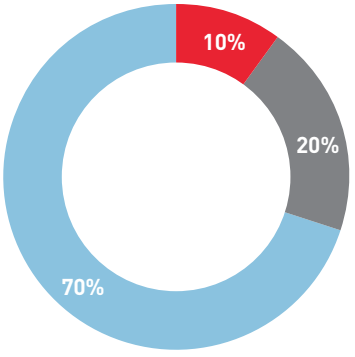
The directors of the Group do not hold more than 5 directorships in public listed companies as prescribed by Bursa Securities Listing Requirements.

Statement on Corporate Governance

As at 31 December 2013, the Board has ten (10) members, of which two (2) are Executive Directors and Eight (8) are Non-Executive Directors. The Board believes the size of the Board is optimum given the scope and size of the Group, and sufficient to provide effective debate and decision making with a substantial degree of independence from the Management. A brief description of the background of each director is set out on pages 116 to 123 of this Annual Report.

The role and responsibilities of the Chairman of the Board and the GMD are clear and distinct. The Chairman is responsible to conduct Board discussions effectively and the GMD is responsible of running the operations on a day to day basis. The current Chairman is not the previous Chief Executive Officer of the Company.

Media Prima Berhad Board of Directors as at 31 December 2013



Non-Independent Non-Executive | Executive | Independent Non-Executive

Directors' Roles and Responsibilities

The Independent Non-Executive Directors are of credibility, calibre and have the necessary skill and experience to carry sufficient weight in Board decisions. Although all the directors have an equal responsibility for the Group's operations, the role of these Independent Non-Executive Directors is particularly important in ensuring that the strategies proposed by the Management are fully discussed and examined, and take account of the long term interests, not only of the shareholders, but also of employees, customers, suppliers and the many communities in which the Group conducts business.

There is clear division of roles and responsibilities between the Chairman of the Board and the GMD to ensure that there is a balance of power and authority and that no individual has unfettered powers of decision. The Chairman of the Board is responsible for ensuring the Board's effectiveness and conduct whilst the GMD has overall responsibility over the business units, organisational effectiveness and implementation of Board's policies, strategies and decisions.

The Board together with the GMD has developed position descriptions for the Board and the GMD, involving definition of the limits to Management's responsibilities. The Board has also approved the corporate objectives for which the GMD is responsible to meet.

Datuk Seri Fateh Iskandar Tan Sri Dato' Mohamed Mansor, Deputy Chairman of MPB is the Senior Independent Non-Executive Director, as prescribed in the Code, to whom concerns pertaining to the Group may be conveyed by shareholders and the public. The Senior Independent Non-Executive Director may be contacted at:

Telephone No. : + (603) 7723 9012
Facsimile No. : + (603) 7727 9111

Directors' Code of Ethics

Media Prima has established a Director' Code of Ethics to guide the Board in discharging its oversight role effectively. The Code of Ethics requires all directors to observe high ethical business standards of honesty and integrity and to apply these values to all aspects of our business and professional practices and act in good faith in the best interests of Media Prima Group and its shareholders.

Appointments to the Board

The Malaysian Code on Corporate Governance 2012 (the Code) endorses as good practice, a formal procedure for appointment to the Board, with a Nomination Committee making recommendations to

the Board. The Nomination Committee of the Board of Media Prima scrutinises the sourcing and nomination of suitable candidates for appointment as a director in Media Prima and its subsidiary companies and to the Committees of the Board, before making recommendations to the Board for approval. This Committee carries out an annual review on the composition of Board of MPB as well as its Group of companies to ensure the selection of Board members with different mix of skill sets, competencies and gender diversity.

The Board is supportive of gender diversity recommendations made in The Code and has during the year appointed a female Independent Non-Executive Director.

Re-election of Directors

In accordance with the Company's Articles of Association, newly-appointed directors shall hold office until the next Annual General Meeting (AGM) and shall then be eligible for re-election. The Articles also provide that all directors shall retire from office once at least in every three (3) years. Retiring directors may offer themselves for re-election.

Board Effectiveness Evaluation

The Board through the Nomination Committee conducts an effective assessment to evaluate the effectiveness of the Board as a whole, the Committees of the Board and the contribution of each individual director. The Board has also reviewed its required mix of skills and experience, gender diversity and other qualities, including core competencies, which Non-Executive Directors should bring to the Board. The Board also examines its size, with a view to determining the effective number of Board members. The Board is of the view that the current size of the Board is appropriate.

Board Charter

A Board Charter had been established with the objectives to ensure that all Board members are aware of their duties and responsibilities, the various legislations and regulations affecting their conduct, principles and practices of good Corporate Governance are applied in all dealings by Board members individually and/or on behalf of the Company.

The Board Charter focuses on:

- Board's roles and responsibilities;
- Board's composition and balance;
- Board's performance;
- Board's meetings;
- Remuneration policies;
- Access to information and independent advice;
- Financial reporting;
- Stakeholder communications;
- Company Secretary; and
- Conflict of interest.

Company Secretary

The Company Secretary provides a central source of guidance and advice to the Board, on matters of ethics and good corporate governance. The Company Secretary is required to provide the directors, collectively and individually, with detailed guidance on their duties and responsibilities. The Company Secretary assists in determining the annual board plan and board agenda and in formulating governance and board-related matters.

The Board has unrestricted access to the advice and services of the Company Secretary who is responsible for providing directors with the Boards' papers and related matters. The Company Secretary coordinates the induction programme for newly-appointed directors as well as the Board assessment process.

Board Meetings

Board meetings are scheduled in advance at the beginning of the new financial year to enable directors to plan ahead and fit the year's meetings into their own schedules. The Board meets at least four (4) times a year, once in every quarter and has a formal schedule of matters specifically reserved to it for decision, such as the approval of corporate plans and budgets, acquisitions and disposals of assets that are material to the Group, major investments, changes to Management and control structure of the Group, including key policies, procedures and authority limits. Additional meetings are held as and when required.

Statement on Corporate Governance

Key transactions submitted to and approved by the Board in 2013 include:-

Area	Key Transactions
Business Plan	• Proposed Revamp of Organisational Structure for the MPB Group.
Investor Relations	• Proposed first single-tier interim dividend of 3 cents per ordinary share for the financial year 2013.
Financial	• Proposed quarterly consolidated financial results for release to Bursa Malaysia Securities Berhad. • Proposed Centralised Treasury Management framework.
Employee Relations	• Proposed Employees and Senior Management merit increment for 2013. • Proposed Framework for Key Performance Indicator for MPB Group for financial year 2013. • Proposed Balanced Score Card for Senior Management for financial year 2013.

Board meetings are conducted in a manner that encourages open communication, meaningful participation and timely resolution of issues. Decisions are made on a consensus basis after due deliberation.

During the financial year ended 31 December 2013, the Board of Directors have met five (5) times on the following occasions:

BOD Meeting	Date
39th Meeting	20 February 2013
Special Meeting	23 April 2013
40th Meeting	7 May 2013
41st Meeting	28 August 2013
42nd Meeting	18 November 2013

Details of the Board movement and attendance at meetings for financial year ended 31 December 2013 are set out below:

Director	Attendance	%
Datuk Johan Jaaffar Independent Non-Executive Chairman *(appointed on 30 April 2009)*	5 out of 5	100
Datuk Seri Fateh Iskandar Tan Sri Dato' Mohamed Mansor Independent Non-Executive Deputy Chairman *(appointed on 4 September 2009)*	5 out of 5	100
Dato' Amrin Awaluddin Group Managing Director *(appointed on 1 September 2009)*	5 out of 5	100
Tan Sri Dato' Seri Mohamed Jawhar Independent Non-Executive *(appointed on 30 August 2006)*	5 out of 5	100
Tan Sri Lee Lam Thye* Independent Non-Executive *(appointed on 18 August 2003)*	5 out of 5	100
Dato' Abdul Kadir Mohd Deen Independent Non-Executive *(appointed on 29 May 2007)*	5 out of 5	100
Dato' Gumuri Hussain Independent Non-Executive *(appointed on 29 April 2008)*	5 out of 5	100
Datuk Shahril Ridza Ridzuan Non-Independent Non-Executive *(appointed on 22 October 2001)*	5 out of 5	100
Lydia Anne Abraham Independent Non-Executive *(appointed on 19 November 2013)*	–	–
Datuk Ahmad Abd Talib, JP Executive Director *(appointed on 1 July 2009)*	4 out of 5	80
Dato' Sri Ahmad Farid Ridzuan Executive Director *(appointed on 30 August 2006 and retired on 23 April 2013)*	1 out of 2	50

* *Approved by Shareholders to retain as an Independent Non-Executive Director effective 23 April 2013 in accordance to Recommendation 3.3 of Principle 3 of the Malaysian Code on Corporate Governance 2012.*

Supply of Information

The Board and its Committees have full and unrestricted access to all information necessary in the furtherance of their duties, which is not only quantitative but also other information deemed suitable such as customer satisfaction, product and service quality, market share and market reaction.

The Board is provided with the agenda for every Board meeting together with comprehensive management reports, in advance for the Board's reference. The Chairman of the Board takes primary responsibility for organising information necessary for the Board to deal with the agenda and for providing this information to directors on a timely basis.

All directors have the right and duty to make further enquiries where they consider necessary. In most instances, members of Senior Management are invited to be in attendance at Board meetings to provide insight and to furnish clarification on issues that may be raised by the Board.

The Board papers are circulated on a timely basis and more often than not, at least five (5) days in advance of the meeting to enable the members to have sufficient time to review the papers prepared. Board papers are comprehensive and encompass all aspects of the matters being considered, enabling the Board to look at both quantitative and qualitative factors so that informed decisions are made.

The Board papers supplied to the directors include:

- Quarterly performance report of the Group;
- Corporate proposals;
- Group's risk profile;
- Information on operational and financial issues;
- Updates on Group's corporate social responsibility
- Business forecasts and outlook; and
- Circular resolutions passed.

The Board recognises that the Chairman is entitled to the strong and positive support of the Company Secretary in ensuring the effective functioning of the Board. All directors have access to the advice and services of the Company Secretary and, whether as a full board or in their individual capacities, directors are also at liberty to take independent professional advice on any matter connected with the discharge of their responsibilities as they may deem necessary and appropriate, at the Company's expense.

Directors' Training

The Board via the Nomination Committee had performed an annual assessment to review its required mix of skills and experience, gender diversity and also training needed to ensure its members have access to appropriate continuing education programmes.

All directors attended relevant training programmes in 2013 to enhance their skills and knowledge, and to keep abreast with the relevant changes in laws, regulation and business environment, in order to discharge their duties more effectively.

Internal training, external training, seminar and conferences attended by the Board of Directors in 2013 include:

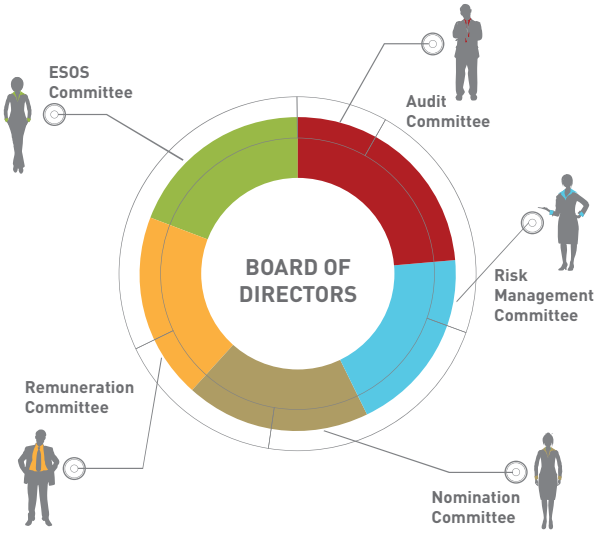
Course	Number of days
Media Prima Inspirational Series – Talk by prominent speakers	1 day
Media Prima Board of Directors' Workshop	2 days
Mandatory Accreditation Programme	2 days
Seminar on Director Duties, Regulatory Updates, Governance for Directors of PLCs	1 day
Australian Securities & Investment Commission Annual Forum 2013	1 day
Special Dialogue & Presentation Session on ASEAN Corporate Governance Scorecard 2013	1 day
Anti-Money Laundering & Counter Financing of Terrorism Awareness Training	1 day

Statement on Corporate Governance

Board Committees

The Board delegates certain responsibilities to Board Committees, each with defined terms of reference and responsibilities and the Board receives reports of their proceedings and deliberations. Where Committees have no authority to make decisions on matters reserved for the Board, recommendations would be highlighted for the Board of Directors' approval. The Chairman of the various Committees report the outcome of the Committee meetings to the Board and relevant decisions are incorporated in the minutes of the Board of Directors' meetings.

The Board Committees in Media Prima are as follows:



The composition, responsibilities and activities of the respective Board Committees are described below:

Audit Committee

The Audit Committee was established on 19 August 2003 and the members are:

Member	Attendance	%
Dato' Gumuri Hussain *(Chairman)*	4 out of 4	100
Tan Sri Dato' Seri Mohamed Jawhar	4 out of 4	100
Tan Sri Lee Lam Thye	4 out of 4	100
Dato' Abdul Kadir Mohd Deen	4 out of 4	100

A full Audit Committee report detailing its composition, terms of reference and summary of activities during the year is set out on pages 158 to 165 of this Annual Report.

Risk Management Committee

The Risk Management Committee was established on 12 May 2011 and the members are:

Member	Attendance	%
Datuk Seri Fateh Iskandar Tan Sri Dato' Mohamed Mansor *(Chairman)*	4 out of 4	100
Tan Sri Dato' Seri Mohamed Jawhar	4 out of 4	100
Dato' Gumuri Hussain	4 out of 4	100
Datuk Ahmad Abd Talib, JP	2 out of 4	50

A Risk Management Committee report detailing its responsibilities, terms of reference and summary of initiatives/activities during the year is set out on pages 166 to 168 of this Annual Report.

Nomination Committee

The Nomination Committee was established on 19 August 2003. The Committee held one (1) meeting on 18 November 2013 and the members are:

Member	Attendance	%
Datuk Seri Fateh Iskandar Tan Sri Dato' Mohamed Mansor *(Chairman)*	1 out of 1	100
Dato' Abdul Kadir Mohd Deen	1 out of 1	100
Tan Sri Lee Lam Thye	1 out of 1	100
Tan Sri Dato' Seri Mohamed Jawhar	1 out of 1	100

Responsibilities & Activities

- To assist the Board in assessing its overall effectiveness.
- To assist the Board in reviewing its required mix of skills, experience and other qualities Non-Executive Directors should bring to the Board.
- To identify and recommend new nominees to the Board and Committees of the Board of Media Prima and nominees to the Board of its subsidiaries. All decisions and appointments are made by the respective Boards after considering the recommendation of the Nomination Committee.

Remuneration Committee

The Remuneration Committee was established on 19 August 2003. The Committee held two (2) meetings in 2013, on 20 February 2013 and 18 November 2013 respectively and the members are:

Member	Attendance	%
Datuk Seri Fateh Iskandar Tan Sri Dato' Mohamed Mansor *(Chairman)*	2 out of 2	100
Dato' Abdul Kadir Mohd Deen	2 out of 2	100
Tan Sri Lee Lam Thye	2 out of 2	100
Datuk Shahril Ridza Ridzuan	2 out of 2	100

Responsibilities & Activities

- To review any major changes in employee benefit structures throughout the Company or Group and recommend to the Board for adoption.
- To review and recommend to the Board for adoption the framework for the Company's annual incentive scheme. The framework for the annual incentive scheme may include:
  - Merit Increment;
  - Merit Bonus; and
  - Incentives (based on sales and others).
- To review and recommend to the Board improvements (if any) on designated Executive Managements' remuneration policy and package and any other issues relating to benefits of designated Executive Management on an annual basis.
- To establish a formal and transparent procedure for developing policy on the total individual remuneration package of Executive Directors, GMD and other designated Executive Management including, where appropriate, bonuses, incentives and share options.
- To design the remuneration package for all Executive Directors, GMD and other designated Executive Management with the aim of attracting and retaining high-calibre designated Executive Management who will deliver success for shareholders and high standards of service for customers, while having due regard to the business environment in which the Group operates. Once formulated, to recommend to the Board for approval.
- To determine and recommend to the Board the framework or broad policy for the remuneration packages of the GMD, the Chairman of the Company and such other members of the Executive Management as it is designated to consider.

Employee's Share Option Scheme (ESOS) Committee

ESOS Committee was established on 27 August 2004 and the Committee had not held any meeting in 2013.

Member
Dato' Abdul Kadir Mohd Deen *(Chairman)*
Datuk Seri Fateh Iskandar Tan Sri Dato' Mohamed Mansor
Dato' Amrin Awaluddin

Responsibilities & Activities

- To implement and administer the Media Prima Employees' Share Option Scheme in accordance with the by-laws approved by the shareholders of the Company.
- To determine participation eligibility, option offers and share allocations and to attend to such other matters as may be required.

Management Committee

The Company has established various Management Committees such as the Programme Committee, Group Risk Management & Audit Committee, Procurement Committee, Tender Committee, ICT Steering Committee, Integration Committee, Recovery Executive Committee, Newsprint Committee and Project Serumah Committee to help the Board fulfil its responsibilities.

The salient terms of reference of the established Management Committees are as follows:-

Committee	Responsibility
Programme Committee	To ensure transparency of the procurement process particularly on the favourability of television contents.
Group Risk Management & Audit Committee	To oversee the Group's risk management activities and internal control processes.
Procurement and Tender Committee	To ensure transparency and integrity of the procurement process on capital and operational expenditures.
ICT Steering Committee	To review and monitor the status of implementation of ICT initiatives within the Group.
Integration Committee	To assist and monitor the process of integration and internal wide restructuring exercise for the Group.
Recovery Executive Committee	To plan and manage business recovery and business operations in the event of a disaster or major disruption to key business operations.
Newsprint Committee	To ensure that the supply of newsprints is sufficient and the acquisition of the newsprints are in the best interest of the Company.
Project Serumah Committee	To ensure effective relocation process between MPB's premises and accommodate expansion plan for the Group.
Donation Committee	To set annual plan for the fund raising campaigns and to monitor the charity events organised by the Group.

B. DIRECTORS' REMUNERATION

Level and Make-up of Remuneration

The Group has established a formal and transparent procedure for developing policy on executive remuneration and for fixing the remuneration package of individual director. The objective of the Group's policy on directors' remuneration is to attract and retain directors of the calibre needed to manage the Group successfully.

The Remuneration Committee (RC), comprising of wholly Non-Executive Directors, carries out the annual review of the overall remuneration policy for Executive Directors whereupon recommendations are submitted to the Board for approval. The remuneration for Executive Directors is structured to link rewards to corporate and individual performance. It is nevertheless, the ultimate responsibility of the Board to approve the remuneration of these directors.

An annual review by the RC records the performance of the GMD and Executive Directors and submits recommendations to the Board on specific adjustments in remuneration and/or reward payments that reflect their respective contributions for the year, and which are competitive and in tandem with Media Prima's corporate objectives, culture and strategy.

The determination of the remuneration packages of Non-Executive Directors (whether in addition to or in lieu of their fees as directors), is a matter for the Board as a whole subject to approval of shareholders at the AGM. Each individual director abstains from the Board's decision on his/her own remuneration.

Remuneration Package

The remuneration package of the Executive Directors is as follows:

i. Basic Salary

Remuneration Committee recommends the basic salary (inclusive of statutory employer contributions to the Employee Provident Fund) for the Executive Director, taking into account the performance of the individual, the inflation price index and information from independent sources on the rates of salary for similar positions in a selected group of comparable companies.

ii. Performance Bonus

The Group operates a performance based bonus scheme for all employees, including the Executive Directors. The criteria for the scheme is dependent on the achievement of KPI set for the Group's business activities as measured against targets, together with an assessment of each individual's performance during the period. Bonuses payable to the Executive Directors are reviewed by the Remuneration Committee and approved by the Board.

iii. Fixed Allowance

Executive Directors are entitled for fixed allowances.

iv. Employees' Share Option Scheme (ESOS)

Executive Directors are also eligible to participate in the employees' share option scheme designed to incentivise employees of the Group.

v. Benefits-in-kind

Executive Directors are entitled to other customary benefits such as Group Hospitalisation and Surgical Insurance, leave passage, car and driver.

Non-Executive Directors are paid annual fees, attendance allowance for each Board meeting attended. They are also entitled for Group Hospitalisation and Surgical Insurance. The Chairman is entitled to leave passage, contributions to Employee Provident Fund, a car and driver benefits.

Directors of Media Prima are also covered under a Directors and Officers Liability Insurance Policy against any liability incurred by them in discharging their duties while holding office as directors of the Group. The directors contribute partially toward the payment of the insurance premium.

The details on the aggregate remuneration of directors for the financial year ended 31 December 2013, distinguishing between Non-Executive and Executive Directors with categorisation into appropriate components are as follows:

Remuneration (RM)	Non-Executive Director (RM)	Executive Director (RM)	Total (RM)
Fees (Media Prima)	442,069	–	442,069
Fees (Subsidiaries)	442,000	–	442,000
Salary	–	1,867,180	1,867,180
Bonus	185,625	1,003,835	1,189,460
EPF	92,415	537,582	629,997
Other Remuneration/Emoluments	602,363	267,711	870,074
Benefits in Kind	110,088	103,057	213,145
Total	**1,874,560**	**3,779,365**	**5,653,925**

The remuneration paid to directors during the year, analysed into bands of RM50,000, which complies with the disclosure requirements under Bursa Malaysia Listing Requirements is as follows:

Remuneration Band	Number of Directors	
	Non-Executive	Executive
Less than RM50,000	1	–
RM50,001 – RM100,000	1	–
RM100,001 – RM150,000	2	–
RM150,001 – RM200,000	2	–
RM200,001 – RM250,000	1	–
RM800,001 – RM850,000	–	1
RM950,001 – RM1,000,000	1	–
RM1,100,001 – RM1,150,000	–	1
RM1,800,001 – RM1,850,000	–	1
Total	**8**	**3***

Note: *Successive bands of RM50,000 are not shown entirely as they are not represented.*
**1 Executive Director retired during the year.*

C. SHAREHOLDERS

Investor Relations

The Group maintains regular and proactive communication with its shareholders and investors, with the provision of clear, comprehensive and timely information through a number of readily accessible channels such as Corporate Website, AGM and Investors Briefing.

The Group's Investor Relations policy provides guidelines on the activities that enable the Board and Management to communicate effectively with the investment and financial community and other stakeholders including institutional investors, fund managers, analyst, bankers as well as research and stock-broking houses and the general public in relation to dissemination of timely, relevant and accurate information pertaining to the Group.

A summary of investor relations activities undertaken by Media Prima Berhad during the year is set out on page 113 of this Annual Report.

Websites

The Group strives to ensure that shareholders and the general public would have an easy and convenient access to the Group's latest financial results, press releases, annual reports and other corporate information via its website www.mediaprima.com.my. Each of Media Prima's subsidiaries also has established their own website as a source of information and excellent medium of communication to shareholders and the general public.

Whistle-blowing Policy

In order to strengthen corporate governance practices across the Group, a whistle-blowing policy was established to provide employees with accessible avenue to report suspected fraud, corruption, dishonest practices or other similar matters. The aim of this policy is to promote and encourage the reporting of such matters in good faith, with the confidence that employees making such reports will be protected from reprisal.

Whistle-blowing policy together with anti-fraud policy is available for all staff and can be accessed via intranet. The key components of the whistle-blowing provision include protection to the whistle blower from any retaliation in the form of dismissal, harassment or discrimination at work, or any action in court, in respect of disclosure made by the whistle blower to the regulators.

Any employee who believes or suspects that a fraud exists or has been committed should report this to the Group General Manager, Group Corporate Governance Department.

Annual General Meeting

In addition to the quarterly financial reports and annual report, the Annual General Meeting (AGM) remains the principal opportunity for communication with shareholders and investors. At each AGM, the Board presents the progress and performance of the Group. The Chairman and/or the Group Managing Director presents a comprehensive review of the financial performance of the Group and value created for shareholders. This review is supported by visual and graphical presentation of key points and financial figures.

Shareholders are encouraged to participate in the proceedings and ask questions on the operations of the Group and on any resolutions being proposed. The Chairman will provide sufficient time for shareholders' questions on matters pertaining to the Group's performance and seek to explain concerns raised by the shareholders.

Each item of ordinary and special business included in the notice of the meeting will be accompanied by a full explanation of the effects of a proposed resolution. Separate resolutions are proposed for separate issues at the meeting and the Chairman declares the outcome of each resolution after proposal and secondment are done by the shareholders. A press conference is held immediately after the AGM where the Chairman and the Group Managing Director will clarify and explain issues raised by the media and analysts. An analyst briefing will also be held in the course of providing all stakeholders with the latest updates on the Group.

The Group welcomes inquiries and feedbacks from shareholders and other stakeholders. All queries and concerns regarding the Group may be conveyed to the following personnel:

Name	Related Matters
Mohamad Ariff Ibrahim Group Chief Financial Officer Phone No: 603 2724 8778	Financial/ Investor Relations
Zafrul Shastri Hashim Group General Manager, Group Legal & Secretarial Phone No: 603 2724 8901	Legal and Secretarial
Sere Mohammad Mohd Kasim Group General Manager, Group Corporate Governance Phone No: 603 2724 8975	Internal Control and Internal Audit
Mohd Hisham Md. Shazli Group General Manager, Group Risk Management Phone No: 603 2724 8988	Risk Management
Tuan Haji Zulkifli Haji Mohd Salleh Group General Manager, Group Stakeholder Management & Regulatory Affairs Phone No: 603 2724 8923	Stakeholder Management
Laili Hanim Mahmood Group General Manager, Stakeholder Management & Regulatory Affairs Phone No: 603 2724 8925	Regulatory Compliance
Azlan Abdul Aziz Group General Manager, Group Corporate Communications Phone No: 603 2724 8949	Corporate Responsibility and Other Queries

D. ACCOUNTABILITY AND AUDIT

Financial Reporting

The Board aims to present a balanced and understandable assessment of the Group's financial position and prospects in presenting the annual financial statements and quarterly announcement to shareholders. This also applies to other price-sensitive public reports and reports to regulators.

On behalf of the Board, the Audit Committee scrutinises the financial and statutory compliance aspects of the audited financial statements and adherence to internal policies and procedures prior to full deliberation at the Board level. The Board ensures the integrity of the Group's financial reporting and fully recognises that accountability in financial disclosure forms an integral part of good corporate governance practices.

Dividend Policy

MPB Group integration exercise has significantly changed the financial landscape of the Group. A dividend policy would provide the flexibility to the Group to channel the excess cash flow to maximise shareholders' returns. The dividend policy reflects the Board's current views on the Group financial and cash flow position. The dividend policy will be reviewed from time to time as it is the policy of the Board, in recommending dividend distribution.

The Board of Directors has approved a dividend policy with a pay-out ratio ranging from a minimum 60% to the maximum of 80% based on:

- PATAMI;
- Funding requirement (capital expenditure & investments); and
- Availability of cash flow.

Internal Control

The Board acknowledges its responsibility for the Group's system of internal controls and risk management and for reviewing the effectiveness of these systems. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives. Any system can only provide a reasonable but not absolute assurance against material misstatement, loss or fraud.

The Statement on Risk Management and Internal Control furnished on pages 150 to 157 of the Annual Report provides an overview on the state of risk management and internal control system within the Group.

Corporate Responsibility

The Group's Corporate Responsibility initiatives are explained separately in our Sustainability Report 2013.

Relationship with the Auditors

The Board has established a formal, transparent and appropriate relationship with the Group's auditors, both external and internal, through the Audit Committee.

The Audit Committee meets regularly with the external and internal auditors to discuss and review the audit plan, quarterly financial results, annual financial statements and the audit findings, and makes recommendations for the Board's approval. During the year, the Board has also met with the external and internal auditors without the presence of the Executive Directors and Management.

A report by the Audit Committee and its Terms of Reference are provided on pages 158 to 165 of the Annual Report.

E. STATEMENT OF DIRECTOR'S RESPONSIBILITY IN RELATION TO THE AUDITED FINANCIAL STATEMENTS

The Board is responsible for the preparation of the financial statements of the Group and the Company. The Board has ensured that the financial statements have been prepared based on accounting policies that have been consistently and properly applied, supported by reasonable and prudent judgements and estimates and in adherence to all applicable accounting standards.

It is also the Board's responsibility to ensure that accounting records are accurate, within margins of reasonableness, which discloses the financial position of the Group and the Company in a true and fair manner.

This Statement on Corporate Governance is made in accordance with the resolution of the Board of Directors dated on 20 February 2014.

Additional Compliance Information

1. SHARE BUY-BACK

There was no share buy-back exercise carried out by the Company for the financial year ended 31 December 2013.

2. OPTIONS, WARRANTS OR CONVERTIBLE SECURITIES

The Company did not issue any Options, Warrants and Convertible Securities during the financial year ended 2013 save for the following:

(a) Employees' Share Options Scheme ("ESOS")

(i) The Company's ESOS was approved at an Extraordinary General Meeting ("EGM") held on 14 May 2010, for a period of five (5) years up to 13 May 2015 ("MPB ESOS"). As at 31 December 2013, three (3) offers were made to employees, the details of which are as below:

Exercise Price	Total of Options Granted ('000)	Options Exercised and Shares Issued during 2013 ('000)	Options Exercised and Shares Issued since commencement of MPB ESOS ('000)
RM1.80	79,283	6,919	70,142
RM1.98	2,322	381	2,126
RM2.10	480	142	385

As at 31 December 2013, a total of 7,191,960 options are still outstanding for the employees under the MPB ESOS.

Under the MPB ESOS, a total of 1,550,000 options were granted to the Executive Directors at the exercise price of RM1.80, out of which 160,000 options were exercised during the financial year ended 31 December 2013. A total of 630,000 options have been exercised by the Executive Directors under the MPB ESOS.

(ii) Under the approval made at the EGM, the aggregate maximum allocation applicable to Directors and Senior Management shall not exceed 50% of the options offered available under MPB ESOS. The actual percentage granted to them was 4.8%.

Conversion of Warrants

(b) There was an issuance of 13,395,302 ordinary shares of RM1.00 each arising from the exercise of 13,395,302 MPB Warrants 2009/2014 at an exercise price of RM1.80 per Warrant.

3. DEPOSITORY RECEIPT PROGRAMME

The Company did not sponsor any Depository Receipt Programme in the financial year ended 31 December 2013.

4. NON-AUDIT FEES

The amount of Non-Audit Fees paid/payable to external auditors and their affiliated companies by the Company for the financial year ended 31 December 2013 is set out in Note 6 to the financial statements for the financial year ended 31 December 2013 on page 211 of this Annual Report.

5. PROFIT GUARANTEE

There was no profit guarantee for the financial year ended 31 December 2013.

6. LIST OF PROPERTIES AND REVALUATION POLICY

The list of properties is set out on pages 281 to 285 of this Annual Report. There was no revaluation of properties of the Group during the financial year other than the result of impairment assessment whereby the carrying value of certain properties were reduced for impairment losses. This has been disclosed in Note 24 and Note 25 to the financial statements for the financial year ended 31 December 2013 on pages 232 to 239 of this Annual Report.

7. MATERIAL CONTRACTS

There have been no material contracts involving Directors and Major Shareholders' interests entered into since the end of the previous financial year.

8. SANCTIONS AND/OR PENALTIES

There were no significant sanctions and/or penalties imposed on the Company and/or its subsidiary companies, Directors or management by the relevant regulatory bodies during the financial year.

9. VARIATION IN RESULTS

There were no variations in results (differ by 10% or more) from any profit estimate/forecast/projection/unaudited results announced.

10. UTILISATION OF PROCEEDS

On 23 March 2010, the Company issued 4.95% Redeemable Fixed Rate Bonds at a total nominal value of RM150.0 million with 50 million detachable warrants on a bought deal basis to Affin Investment Bank Berhad and Affin Bank Berhad, in accordance with the Trust Deed governing the Bonds dated 23 February 2010.

Proceeds from the issuance of RM143.7 million Bonds have been utilised for the following purposes:

(i) Repayment of the Bridging Loan of RM53.6 million; and

(ii) Finance investments in media related assets of RM19.9 million, RM15.8 million and RM23.1 million in Year 2010, 2011 and 2012, respectively.

The remaining balance of RM31.3 million has been fully utilised for MPB's investments in media related assets/new investments in media related assets and capital expenditure in Year 2013.

11. RECURRENT RELATED PARTY TRANSACTIONS ("RRPTs") OF REVENUE NATURE

There were no RRPTs during the financial year ended 31 December 2013.

Statement on

Risk Management and Internal Control

Pursuant to Paragraph 15.26(b) of the Main Listing Requirements of Bursa Malaysia Securities Berhad, the Board of Directors of listed companies is required to include in its Company Annual Report a 'statement about the state of its internal controls of the listed issuer as a group'.

The Malaysian Code on Corporate Governance 2012 under Principle 6 states that the Board should establish a sound risk management framework and internal controls system.

Accordingly, the Board is pleased to provide the following statement that was prepared in accordance with the Statement on Risk Management and Internal Control - Guidelines for Directors of Public Listed Issuers which outline the nature and scope of risk management and internal control of the Group during the financial year under review.

A. RESPONSIBILITY

The Board acknowledges its responsibility to adopt sound risk management practices to safeguard Media Prima Berhad's (MPB) business interest from risk events that may impede achievement of business strategy and action plan, enable value creation, process improvement and measuring achievement as assurance to the Group's various stakeholders.

Aligning the risk management framework towards the ISO 31000 international standard – Risk Management, Principles and Guidelines on Implementation, the Group is aware that in this increasingly uncertain, challenging and robust industry, the risk management framework and methodology need to evolve to further enhance the resilience to remain relevant. The risk landscape facing the industry is changing, which created new risk management challenges. The Group's risk management methodology is based on an integrated Enterprise Risk Management (ERM) model that considers risk at all levels of the organisation, from the strategic to the day-to-day operations.

Sound internal control system is a vital process developed to ensure effective and efficient operation, provide reliable and relevant reporting, and compliance with the applicable laws and regulations.

The Group has in place a continuous, proactive and systematic control structure and process for identifying, evaluating and managing significant risks pertinent to the achievement of the Group's overall corporate objectives. The control structure and process which has been established throughout the Group is updated and reviewed from time to time to suit the changes in business environment.

B. CONTROL ENVIROMENT AND ACTIVITIES

1. Key Control Structure of the Group

MPB has inculcated that managing risk is everyone's business. The whole Group comes together to manage risks in a successful and cost-efficient manner. Key control lies in the four lines of defence:

i. Board of Directors

The Board meets at least quarterly, and more frequently when required, to review and evaluate the Group's operations and performance and to address key policy matters. The Group Managing Director leads the presentation of Board papers and provides comprehensive explanation over pertinent issues.

The prerequisite to decisions made in the meeting is the thorough deliberation and discussion by the Board, together with recommendations and feedbacks from Management. In addition to quarterly financial results, corporate proposals, Group's Risk Profile and progress reports on business operations are also tabled at the Board's quarterly meetings.

At the helm of the organisation, the Board is ultimately responsible for the overall management of risks. The Board through Risk Management Committee (RMC) maintains overall responsibility for risk oversight within the Group.

While the Board and RMC provide oversight, the responsibility for managing risks appropriately lies with Senior Management:

- Provide leadership and direction to business units;
- Dissect risk issues highlighted at the Group Risk Management & Audit Committee Meetings (GRMAC);
- Understand the inherent risks in each business platform; and
- Implement Risk Management Framework by understanding the risk measurement, monitoring and mitigation strategy adopted, as well as the impact of on-going action plans to meet objectives.

ii. Risk Management Committee

The Board has also delegated the responsibility of reviewing the risk management systems and to ensure the effectiveness of the Group's Risk Management Framework to the Risk Management Committee (RMC). The RMC updates the Board on the significant changes that affect the risk profile of the Group. The RMC's responsibilities include:

- Reviewing and ensuring adequacy of risk management policies and procedures;
- Reviewing risk exposures; and
- Ensuring that infrastructure, resources and systems are in place for risk management activities.

Further details of the activities undertaken by the RMC during the year are set out in the Risk Management Committee Report on pages 166 to 168.

iii. Independence of the Audit Committee

The Board is also supported by the Audit Committee with responsibility to provide independent assessment on the adequacy and reliability of the risk management processes and internal control, as well as compliance with policies and regulatory requirements.

The Audit Committee is comprised of four (4) Non-Executive Directors who are highly experienced and whose knowledge, background and judgement are invaluable to the Group. The Audit Committee have unimpeded access to both Internal and External Auditor and has the right to convene meetings with the Auditor without the presence of Executive Directors and Management.

The Audit Committee reviews the work of the Internal and External Auditor, their findings and recommendations to ensure that it obtains the necessary level of assurance with respect to the adequacy of the internal controls. Further details of the activities undertaken by the Audit Committee during the year are set out in the Audit Committee Report on pages 158 to 165.

iv. Operating Units

At the forefront, operating units are responsible for identification and management of risks within its operations. The operating units are also responsible for compliance of all daily activities with the approved policies, guidelines and procedures. One of the key activities undertaken in 2013 was the aggregation of the risks identified by each of the six business platforms and quantifying the impact of materiality should these risks occur.

Statement on Risk Management and Internal Control

Management Committees

Management Committees have been established to ensure that the Group's interests are adequately protected in arriving at important business/operational decisions. The Committees include the Programme Committee, Newsprint Committee, Group Risk Management & Audit Committee, Procurement Committee, Tender Committee, ICT Steering Committee, Donation Committee, Integration Committee, Project Serumah Committee and Recovery Executive Committee with clearly defined terms of reference.

Senior Management Meeting

Senior Management meetings are held on a monthly basis to formulate strategies on an on-going basis and to address issues arising from changes in both external business environment and internal operating conditions.

2. Group's Control Environment

The Board is committed to maintaining a strong control structure and environment for the proper conduct of the Group's business operations. The Group's control environment comprises of the following components which have been in place throughout the financial year:

Risk Management Function

A dedicated and independent Risk Management function comprising Group Risk Management Department is responsible for the implementation of the approved Risk Management Framework and policies. It is also responsible for facilitation of the risk management process with operating units that include risk identification, quantification (assessment), mitigation and monitoring.

Risk Management Framework

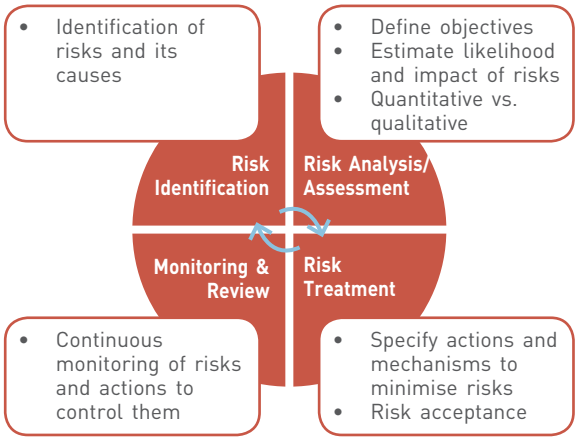
The Board has aligned the Risk Management Framework to ISO 31000 International Standard which emphasises on the effect of uncertainty on the Group's objectives. The risk management process requires Management to identify, analyse and evaluate whether the risk should be modified through risk treatment or control action strategy in order to satisfy business units' risk appetite.

The Group is continuously committed in maintaining an effective risk management framework to ensure the Group's objectives are achieved and stakeholders' interest are protected. The Board acknowledges its responsibility to adopt best practices in risk management and internal control as part of the Group's business culture. Accordingly, this can only provide reasonable but not absolute assurance against material losses, fraud, misstatements or breaches of laws or regulations.

Risk management within the Group is monitored by Management on a strategic perspective allowing business units to ensure risk identification and control action strategies are performed based on the Group's risk methodology. Throughout the process, Management communicate and consult stakeholders and monitor the risk and the control action taken to ensure the risk is being treated.

Risk Management Process

Content is king; and with content, creativity is everything. To stay ahead, to be the largest and truly, the only fully-integrated media company, we have to keep reminding ourselves we are no ordinary company. Because we are in the specialised business of media, we have to manage challenging, robust and demanding risks.



The ever competitive media industry requiring us to continuously innovate; challenges and risks need to be identified, analysed, measured and treated; better still transform risks into opportunities.

- Identify & Assess Risk
  - The risk management process in place requires Management to comprehensively identify and assess all types of risks in terms of likelihood and magnitude of impact as well as to identify and evaluate the adequacy of mechanisms in place to manage, mitigate, avoid or transfer these risks.
  - Constant discussion and review was done by Group Risk Management Department (GRM) with the business unit's Management team to further enhance the risk criteria for the respective platforms. These communication sessions are also conducted to ensure that the interest of business units are understood and considered when defining the risk criteria in evaluating risk.
- Define Objective, Estimate Likelihood, Consequence & Quantification
  - Another key area in the risk management process is establishing the context whereby the objectives, scope and activities of the organisation is clearly defined and this is done by active engagement with the relevant subsidiaries.
  - Due to the uncertainty inherent in any business and by identifying and analysing a range of risk, risk owners are better able to implement controls and treatments to mitigate the likelihood and consequence of uncertainty.
- Specify Action Plan
  - GRM also conducts risk assessments for every unit of the Group and assists staff in understanding the application of the process. The Risk Management Framework ensures a consistent system of risk management across the Group with clear executive support. Each appointed divisional Risk Liaison Officer owns the responsibility for risk management activities in their specific division.
- Report & Monitoring Success
  - The principal reporting responsibility of the respective platforms is to submit quarterly risk profiling reports on the key risks as identified by the Group-wide risk assessment process.
  - Based on the compilation and analysis of risk monitoring results, Risk Profile and Risk Register are then prepared and presented to the GRMAC, RMC and the Boards of each platform on a quarterly basis for evaluation as well as to recommend effective control measures and risk mitigation strategies.

Through identification of risk processes, the Group anticipates the challenges ahead to be as follows:

- Competition for ADEX share and cyclical revenue trend;
- Rising operating costs;
- Market fragmentation;
- Managing change/ introduction of new regulations;
- Rapid change in technology (shorter technology lifecycle – faster technology obsolescence); and
- Business Continuity Management (BCM).

Internal Audit Function

- The Group Internal Audit function was set up by the Board to provide independent assurance of the adequacy of risk management, internal control and governance systems. Group Internal Audit activities are guided by an Internal Audit Charter which is approved by the Audit Committee.

Statement on Risk Management and Internal Control

- The Group's Internal Audit function undertakes regular reviews of the Group's operations and its system of internal controls. The Internal Audit function reviews the Group's activities based on an approved audit plan presented to the Audit Committee. The audit plan is developed based on the risk profiles of the respective business entities of the Group in accordance with the Group's Risk Management Framework and input from the Senior Management and the Board.
- Internal audit findings are discussed at Management level and actions are agreed in response to the Internal Audit recommendations. The progress of implementation of the agreed actions is being monitored by Internal Audit through follow up reviews.
- The Internal Audit function has a clear line of reporting to the Audit Committee and the Audit Committee determines the remit of the Internal Audit function. Thus, the Internal Audit function is independent of the activities being audited and is performed with impartiality, proficiency and due professional care.

Annual Business Plan and Budget

- Annual business plans and budgets are prepared by the Company's business units, and are reviewed and approved by the Board. The performance of each business unit is assessed against the approved budget, with explanation on significant variances provided to the Board on a periodic basis.

Documented Policies and Procedures

- Policies and Procedures of business processes are documented and set out in a series of Standard Operating Manuals and implemented throughout the Group. These policies and procedures are subject to regular reviews, updates and continuous improvements to reflect the changing risks and operational needs.
- Policies and Procedures developed and enforced during the year are Centralised Treasury Management: Cash Management Process, Social Media Policy, No Festive Gift Policy and NSTP Circulation Credit Control Policy.

Group Human Resources Policy

- The Group has in place, a comprehensive Group Human Resources Policy approved by the Board that sets the tone of control consciousness and employee conduct. There is also in place, supporting procedures for the reporting and resolution of actions contravening these policies.
- There are proper guidelines within the Group regarding employment and dismissal, formal training programmes as well as other relevant procedures in place to ensure that staff are competent and adequately guided in carrying out their responsibilities.
- The Group has also in place a Performance Management System, which is linked to and guided by Key Performance Indicators (KPI) and accountability.

Limits of Authority

- The Limits of Authority (LOA) for the Group has been structured to define all the common matters pertaining to operations such as policy approval, awarding of projects and capital and operational expenditure. It serves as a control whereby a cross-check system has been incorporated to minimise any abuse of authority.
- The system provides that approvals granted should be supported by a recommendation from the subordinates and notified to the superior of the approving authority particularly pertaining to material transactions.
- The highest approving authority is the Board of Directors where the transactions will determine the direction and financial position of the Group and are above the limit that has been granted to the Group Managing Director.

- A separate LOA for each business platform has been prepared in order to ensure adequate management control and smooth operations at platform level. All Heads of platform shall always be governed by the authority limits accorded to them in the LOA for the respective platforms. The LOA was updated and revised on 8 January 2014.

Code of Ethics

- The Code of Ethics is communicated to all employees and compliance with this Code is mandatory. The Code serves as a guide and reference to assist employees to live up to the high ethical business standards, and it provides guidance on the way business and duties are conducted in an efficient, effective and fair manner.
- The Code highlights key issues and identifies the relevant policies and procedures and resources to help employees conduct business and duties with high integrity in line with the Group's acceptable practice.
- The No Festive Gift Policy was established on 11 July 2013 to complement the existing Employee Code of Ethics. This policy aims to assist employee in conducting business in an environment which is free from conflict of interest.

Annual Assessment of Internal Control and Risk Management

- In line with the Board's request, an annual assessment to evaluate the state of internal controls and risk management at each operating unit was conducted during the year. A General Audit Report (GAR) was issued to all the operating units within the Group at the end of the assessment.
- The rating system evaluates the achievement of the following key components:
  - i. Meeting key objectives and financial performance including cost control measures;
  - ii. Compliance with risk management framework and internal control procedures; and
  - iii. The effectiveness of management supervision and the quality of staffing.
- The assessment provides the Board with the necessary assurance that a sound control environment and structure are in place.

Fraud Prevention Manual and Whistle-Blowing Policy

- The Group has established a Fraud Prevention Manual consisting of the Anti-fraud Policy and Whistle-blowing Policy. The manual builds into the Group's culture, abhorrence for fraud, and that any conduct of this nature will not be tolerated. It also promotes a transparent and open environment for fraud reporting within the Group.

Policy	Description
Anti-fraud Policy	– Defines fraud and fraudulent activities. – To limit the opportunity for fraud by increasing the prevention, detection and prosecution of fraudulent activities.
Whistle-blowing Policy	– Guides employees in communicating instances of illegal or immoral conduct to the appropriate parties and protects against victimisation and discrimination. – Provides proper investigation on all allegations or reports from within and outside the Group.

Supplier Code of Conduct

- The Board expects all Media Prima's suppliers to observe high ethical business standards of honesty and integrity and to apply these values to all aspects of their business and professional practices.
- A Supplier Code of Conduct is established in which the Group's minimum expectations on the suppliers vis-à-vis legal compliance and ethical business practices are stipulated.
- The Code applies to all suppliers, vendors, contractors and any other persons doing business with Media Prima and its subsidiary companies.

ICT Strategy Blueprint

- The Board acknowledges the importance of leveraging on Information Technology (IT) to promote effectiveness and efficiency of business operations.
- Reliance of key business operations to IT has been augmented with the following initiatives during the year:

Initiative	Purpose
Implementation of Integrated Broadcast System (IBS) Upgrade and Agency Online Booking System (e-IBS)	– To maximise uptime and efficiency and ensure compatibility with current technology. – To provide self-help portal and online airtime booking for agencies.
Digital Content Delivery	– To optimise and reduce turnaround time in the process of digital content delivery.
Web Client License for AVID iNews Newsroom System	– To further enhance the efficiency and capability of news gathering and production.
Anjung Riong Internet and Leased Line	– To cater for relocation of equipment from Sri Pentas to Anjung Riong under Project Serumah.

C. OTHER KEY ELEMENTS OF INTERNAL CONTROL

The other key elements of the Group's internal control system include:

- Monthly reporting of actual results and their review against budget, with major variances being followed up and management actions taken, where necessary. The financial results are reviewed by the Board with Management on a quarterly basis, to enable both parties to gauge the Group's achievement of its annual targets and review any key financial and operational issues.
- Regular and comprehensive information provided to Management, covering financial performance and key performance indicators such as advertising market share, television viewership, programme ratings and utilisation of resources.
- Monitoring of performance including discussion of any significant issues at Senior Management meetings.
- Regulatory Affairs Department conducted four (4) content regulatory workshops throughout the year as part of the initiatives to impart information and to provide explanation on the rules and regulations governing the broadcast industry based on the Communication and Multimedia Act 1998, Communication and Multimedia Content Forum Content Code and the respective license conditions of each TV Networks/Radio Networks.
- Regular visits to operating units by Senior Management.

The officers responsible for monitoring of internal control, risk management, legal and regulatory compliance for the Group are as follows:

Name and Designation	Matters
Sere Mohammad Mohd Kasim Group General Manager, Group Corporate Governance	Internal Control and Internal Audit
Mohd Hisham Md. Shazli Group General Manager, Group Risk Management	Risk Management

Name and Designation	Matters
Zafrul Shastri Hashim Group General Manager, Group Legal & Secretarial	Legal and Secretarial
Tuan Haji Zulkifli Haji Mohd Salleh Group General Manager, Group Stakeholder Management & Regulatory Affairs	Stakeholder Management
Laili Hanim Mahmood Group General Manager, Stakeholder Management & Regulatory Affairs	Regulatory Compliance

The Board believes that the development of the system of internal controls is an on-going process and has taken steps throughout the year to improve its internal control system and will continue to do so.

The Board has received assurance from the Group Managing Director and Group Chief Financial Officer that the Group's risk management and internal control system is operating adequately and effectively in all material aspects, based on the risk management and internal control system of the Group.

The Board is satisfied that the system of internal control was generally satisfactory. Based on the assessment of the Group's internal control system for the year under review and up to date of approval of this statement, no significant control failures or weaknesses that would result in material loss, contingency or uncertainty requiring disclosure in the Group's annual report were noted.

Where exceptions were noted, they were not material in the context of this report and corrective actions have been taken. This statement, prepared for inclusion in the Annual Report of the Company for the year ended 31 December 2013 has been reviewed by the Audit Committee prior to their recommendation to the Board for approval.

This statement is made on the recommendation of the Audit Committee to the Board of Directors and as per the Board's resolution dated 20 February 2014.

D. ASSOCIATED COMPANY

The state of risk management and internal control of Malaysian Newsprint Industries Sdn Bhd (MNI), an associated company of Media Prima Berhad is excluded from this statement. However, two Senior Management members from Media Prima Berhad namely Encik Mohamad Ariff Ibrahim and Encik Mohammad Azlan Abdullah are appointed to MNI's Board, attend its Board meetings and review the key financial information of the company. These directors report to the Media Prima Berhad Board in the event that the Company does not appropriately manage significant risks.

E. REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

This Statement on Risk Management and Internal Control has been reviewed by the External Auditors as required by Paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad for the inclusion in the annual report of Media Prima Berhad for the year ended 31 December 2013.

The limited assurance review was performed in accordance with Recommended Practice Guide (RPG) 5 (Revised) issued by the Malaysian Institute of Accountants. RPG 5 (Revised) does not require the External Auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

The External Auditors have reported to the Board that nothing has come to their attention that causes them to believe that the statement is inconsistent with their understanding of the process adopted by the Board in reviewing the adequacy and integrity of risk management and internal controls system of the Group.

Audit
Committee Report

Members of the Audit Committee

DATO' GUMURI HUSSAIN
Independent
Non-Executive Director

- Chairman of Audit Committee.
- Member of Risk Management Committee.
- Member of the Malaysian Institute of Certified Public Accountants.
- Member of Malaysian Institute of Accountants.
- Fellow of the Institute of Chartered Accountants in England and Wales.

TAN SRI DATO' SERI MOHAMED JAWHAR
Independent
Non-Executive Director

- Member of Risk Management Committee.
- Member of Nomination Committee.

TAN SRI LEE LAM THYE
Independent
Non-Executive Director

- Member of Nomination Committee.
- Member of Remuneration Committee.

DATO' ABDUL KADIR MOHD DEEN
Independent
Non-Executive Director

- Chairman of Employees' Share Option Scheme (ESOS) Committee.
- Member of Nomination Committee.
- Member of Remuneration Committee.

A. COMPOSITION AND TERMS OF REFERENCE

Composition of Members

1. The Committee shall be appointed from amongst its directors which fulfil the following requirements:
   - The Audit Committee must be composed of no fewer than three (3) members; and
   - At least one member of the Audit Committee:
     i. Must be a member of the Malaysian Institute of Accountants (MIA); or
     ii. If he is not a member of the MIA, he must have at least 3 years' working experience; and
       - He must have passed the examination specified in Part I of the 1st Schedule of the Accountants Act 1967; or
       - He must be a member of one of the associations of accountants specified in Part II of the 1st Schedule of the Accountants Act 1967.
2. The Chairman and majority of the Audit Committee members must be Independent Non-Executive Directors.
3. No alternate director is appointed as a member of the Audit Committee.
4. Where the Chairman is unable to attend the meeting, the members shall elect a person among themselves as Chairman.
5. In the event of any vacancy in the Audit Committee resulting in the non-compliance of the above requirements, the Company must fill the vacancy within 3 months.
6. The Company Secretary shall act as Secretary to the Committee.

Scope

1. The Audit Committee shall be granted the authority to investigate any activity of the Company and its subsidiaries and all employees shall be directed to cooperate as requested by members of the Committee.
2. The Audit Committee shall be empowered to retain persons having special competence as necessary to assist the Committee in fulfilling its responsibilities.
3. The Audit Committee shall provide assistance to the Board in fulfilling its fiduciary responsibilities particularly relating to business ethics, policies, financial management and control.
4. The Audit Committee, through regularly scheduled meetings, shall maintain a direct line of communication between Board, External Auditor, Internal Auditor and Management.
5. The Audit Committee shall provide greater emphasis on the audit functions by increasing the objectivity and independence of External and Internal Auditor and providing a forum for discussion that is independent of the Management.
6. The Audit Committee may invite any person to the meeting to assist the Committee in decision-making process and that the Committee may meet exclusively as and when necessary.
7. Serious allegations that have financial implications against any employee of the Company shall be referred to the Audit Committee for investigation to be conducted.

Authority

The Audit Committee shall have the following authority as empowered by the Board of Directors:

1. Have authority to investigate any matter within its terms of reference;
2. Have the resources which are required to perform its duties;
3. Have full, free and unrestricted access to any information, records, properties and personnel of the Company and any other companies within the Group;
4. Have direct communication channels with the External Auditor and Internal Auditor carrying out the internal audit function or activity;

5. Be able to obtain independent professional advice, legal or otherwise deemed necessary; and

6. Be able to convene meetings with the External Auditor and Internal Auditor together with other independent members of the Board excluding the attendance of the Executive members of the Committee whenever deemed necessary.

B. DUTIES AND RESPONSIBILITIES

The primary duties and responsibilities of the Audit Committee with the following groups are as follows:

Board/Management

1. Chairman of the Audit Committee is to provide written reports/updates on deliberations and decisions made at the Committee's level to the Board on regular basis with focus given to significant issues and resolutions by the Committee.

2. To submit to the Board a summary of material concerns and weaknesses in the control environment noted during the year and the corresponding measures taken to address the issues.

3. To obtain satisfactory response from Management on reports issued by Internal and External Auditor.

4. To highlight significant findings identified and the impact of the audit findings on the operations.

5. Where review of audit reports of subsidiaries and any related corporation also falls under the jurisdiction of the Committee, all the above mentioned functions shall also be performed by the Committee in co-ordination with the Board of Directors of the subsidiaries and related corporation.

6. To review arrangements established by Management for compliance with any regulatory or other external reporting requirements, by-laws and regulation related to the Media Prima Group's operations.

7. To consider other areas as defined by the Board.

Internal Audit

1. To oversee the Internal Audit function by:
   - Reviewing the adequacy of the scope, functions and resources of the Internal Audit function, Internal Audit Charter and that it has the necessary authority to carry out its work;
   - Reviewing the Internal Audit programme, the results of the Internal Audit programme, processes or investigation undertaken and ensure that appropriate action is taken on the recommendations of the Internal Audit;
   - Reviewing any appraisal or assessment of the performance of members of the Internal Audit function;
   - Determining and recommending to the Board the remit of the Internal Audit function, including the remuneration of the Group General Manager, Group Corporate Governance;
   - Approving any appointment or termination of senior staff members of the Internal Audit function;
   - Informing itself of resignations of Internal Audit staff members and provide the resigning staff member an opportunity to submit his reasons for resigning;
   - Ensuring on an on-going basis that Internal Audit has adequate and competent resources;
   - Monitoring closely any significant disagreement between Internal Audit and Management irrespective whether they have been resolved; and
   - Ensuring that Internal Audit reports are not subject to the clearance of the Group Managing Director/Chief Executive Officer, save for purposes of presentation to the Group Risk Management & Audit Committee.

2. To consider the major findings of internal investigations and management's response.

External Audit

1. Review the appointment of the External Auditor, the audit fee and any questions of resignation or dismissal and to make recommendations to the Board.

2. Assess the qualification, expertise, resources and effectiveness of the External Auditor.
3. Monitor the effectiveness of the External Auditor's performance and their independence and objectivity.
4. Review the nature and scope of the audit and ensure co-ordination where more than one audit firm is involved.
5. Review the assistance given by the employees of the Company to the External Auditor.
6. To discuss with the External Auditor, audit report and evaluation of the system of the internal controls.
7. Review major audit findings and reservations arising from the interim and final audits, any matter the Auditor may wish to discuss.
8. Review the External Auditor management letter and management response.

Financial Reporting

Review the quarterly and year-end financial statements of the Company, focusing particularly on:

- Any changes in accounting policies and practices;
- Significant adjustments arising from the audit;
- The going concern assumption; and
- Compliance with accounting standards and other legal requirements.

Related Party Transactions

Review any related party transactions that may arise within the Company or Group including any transaction, procedure or course of conduct that raises questions of Management's integrity.

C. ACTIVITIES OF THE AUDIT COMMITTEE

The Committee carried out the following activities during the year in discharging its duties and responsibilities as stipulated in its Terms of Reference:

Attendance of Meetings

The Audit Committee held a total of four (4) meetings during the financial year 2013 and the details of attendance of the Committee members are as follows:

Name of Director	38th ACM 19 Feb 2013	39th ACM 7 May 2013	40th ACM 28 Aug 2013	41st ACM 18 Nov 2013
Dato' Gumuri Hussain *(Chairman)*	√	√	√	√
Tan Sri Dato' Seri Mohamed Jawhar	√	√	√	√
Tan Sri Lee Lam Thye	√	√	√	√
Dato' Abdul Kadir Mohd Deen	√	√	√	√

ACM: Audit Committee Meeting

Audit Committee Report

The Audit Committee meets on scheduled basis at least once every quarter. The Group Managing Director, the Group Chief Financial Officer and the Group General Manager, Group Corporate Governance were also invited for each meeting.

The Audit Committee also invited members of the Senior Management or relevant employees within the Group who the Committee deems fit to attend its meetings to assist in resolving and clarifying matters raised in audit reports.

The quorum for each meeting shall be three (3) members. The Company Secretary is responsible for the co-ordination of administrative details including calling for meetings, voting and keeping of minutes. Minutes of each meeting is signed by the Chairman and distributed to all attendees at the meetings and members of Committee.

The Chairman of Audit Committee briefed the Board on matters discussed at every Audit Committee meeting. The Chairman is also responsible to update the Board about Committee activities and make appropriate recommendations when necessary. This is to ensure that the Board is aware of matters that may significantly impact the financial condition or affairs of the business.

The Committee has explicit right to convene meetings with both the Internal and External Auditor without the presence of other directors and employees. The Audit Committee held two meetings with the External Auditor on 19 February 2013 and 28 August 2013 respectively in the absence of Management and Executive Directors.

The Chairman of Audit Committee held separate meetings with the Group General Manager, Group Corporate Governance prior to every scheduled Audit Committee meeting.

Risks and Controls

1. Evaluated the overall effectiveness of the system of internal controls through the review of the results of work performed by Internal and External Auditor and discussions with Senior Management.
2. Reviewed the results of the Annual Assessment exercise.
3. Reviewed the Statement on Risk Management and Internal Control and Audit Committee Report prior to their inclusion in the Company's Annual Report.

Financial Results

1. Reviewed the Group's quarterly results before recommending to the Board for their approval and release of the Group's results to the Bursa Securities focusing on the following areas, where relevant:
   - Listing Requirements of the Bursa Securities;
   - Provisions of the Companies Act, 1965;
   - Applicable approved accounting standards; and
   - Other legal and regulatory requirement.
2. Reviewed the audited financial statements of Media Prima and its subsidiaries with the Group Managing Director, Group Chief Financial Officer and the External Auditor before recommending to the Board for their approval.
3. In the review of the annual audited financial statements, the Committee discussed with the Management and the External Auditor regarding the accounting policies and standards that were applied and their judgement of the items that may affect the financial statements.

External Audit

1. Reviewed with the External Auditor their audit plan, strategy and scope of the statutory audits of the Group accounts for the financial year ended 31 December 2013.
2. Reviewed the results and issues arising from their audit of the year-end financial statements and their resolution of such issues highlighted in their report to the Committee.
3. Reviewed their performance and independence before recommending to the Board their re-appointment and remuneration.

Internal Audit

1. Reviewed the Internal Audit plan for the financial year ended 31 December 2013 ensuring the principal risk areas were adequately identified and covered in the plan.

2. Reviewed the scope and coverage of the audit over the activities of the respective operating units of the Group and the basis of assessment and risk of the proposed areas of audit.

3. Reviewed and deliberated on audit reports and follow-up reports prepared by Group Corporate Governance.

4. Reviewed the recommendations by Group Corporate Governance and appraised the adequacy and effectiveness of management response in resolving the audit issues reported.

5. Reviewed the corrective actions taken by Management in addressing and resolving issues as well as ensuring that all issues were adequately addressed on a timely basis.

6. Reviewed the adequacy of resources and the competencies of staff within the Internal Audit function to execute the plan and the results of their work.

7. Appraised the performance of the Group General Manager, Group Corporate Governance.

Employees' Share Option Scheme

As per paragraph 8.17(2) of Listing Requirements of Bursa Securities, the Audit Committee will review and verify any allocation of share options under Media Prima Berhad Employees' Share Option Scheme (ESOS), to ensure compliance with the allocation criteria determined by the ESOS Committee and in accordance with the by-laws of the Media Prima ESOS.

Training

The training attended by the Committees is reported under the Statement on Corporate Governance in page 139.

D. INTERNAL AUDIT FUNCTION

The Group has an established in-house Internal Audit function carried out by the Group Corporate Governance Department (GCG).

GCG headed by the Group General Manager, Encik Sere Mohammad Mohd Kasim reports to the Audit Committee. The activities of GCG are guided by the Internal Audit Charter that defines the roles, responsibilities, accountability and scope of work of the Department. This is to enable the Internal Audit function to remain relevant in the context of new challenges and opportunities in the changing global business and economic environment.

GCG has a total of 13 staff as at 31 December 2013. There was 1 new recruit during the year. The total operation costs of the department for 2013 was RM1,555,285 (2012: RM1,402,635) comprising of mainly salaries, travelling expenses and training.

GCG, through a systematic and structured approach is responsible for the following:

i. Provide independent assurance to the Board and Management that adequate and effective internal control system is in place to safeguard Company's assets;

ii. Recommend improvements and enhancements to the existing system of internal control and work procedures/processes; and

iii. Reference point to ensure effective implementation of policies and procedures and agent of change to promote best corporate governance practices.

The scope of coverage encompasses all units and operations of the Group, including the subsidiaries. The selection of units to be audited is premised on a risk based approach and it is the responsibility of GCG to provide the Audit Committee with an independent and objective report on the state of affairs of the risk management, internal control and governance processes.

Audit Committee Report

During the year, GCG has completed and issued internal audit reports for 12 assignments based on the approved annual audit plan. The audit conducted in 2013 covered a wide range of operational areas within the Group which include review on NSTP Branch Operation, Sales of Media Prima Digital, PWS Production of Contents, Operational Review of Media Prima Content Services, Hot FM East Coast Operations, MPB IT Vendor and Service Providers, NSTP Printing Plant Operations, Outdoor Media's Sales, MPB Compensation and Benefits, MPB Treasury and Cash Management, Annual Assessment 2013 and NSTP Annual Stock Take.

The corresponding reports of the audits performed were presented to the Audit Committee and forwarded to the Management for attention and corrective actions.

The Management is responsible for ensuring that corrective actions on reported weaknesses as recommended are taken within the required timeframe. GCG continuously monitors the implementation of audit recommendations through periodic follow-up reviews.

GCG also works closely with External Auditor to resolve any control issues and assists in ensuring that appropriate management actions are taken. Management is responsible for ensuring that a written report on action planned or completed is sent to the Audit Committee and the Group General Manager, GCG.

During the year under review, the following activities were also carried out by GCG:

- Attended major competition based programmes organised by the Group such as Anugerah Juara Lagu, Anugerah Bintang Popular Berita Harian and Anugerah Skrin to provide independent verification and confirmation of the competitions results and/or SMS votes;
- Participated in ground event organised by the Group such as Karnival Jom Heboh, Raudhah and Harian Metro Mountain Bike Grand Prix for observation and identification of areas for process improvements;
- Witnessed the tender opening process for procurement, fixed assets and tape disposal exercise to ensure due process has been observed and complied with according to approved Policies and Procedures;
- Conducted communication sessions with Management on Internal Audit activities and planning of audits to ensure that areas of Management concern are covered;
- Reviewed the Limits of Authority for Media Prima Berhad and its key business platforms;
- Prepared annual report statements of Statement on Corporate Governance, Statement on Risk Management and Internal Control and Audit Committee Report for Media Prima Berhad's financial year 2013 Annual Report; and
- Implemented an online Client Satisfaction Survey.

GCG is a corporate member of The Institute of Internal Auditors Malaysia (IIAM). As a member, the department is entitled to access to publications, research papers, survey reports and other reference materials to enhance knowledge, attend courses for the continuous professional development and wide range of educational products and receive the monthly IIAM's Internal Auditor Journal. The Journal provides up to date and pertinent information on auditing techniques, applications, trends and best practices that has been a good reference to the department.

GCG personnel participated in various trainings and/or conferences during the year in order to enhance their skills and knowledge and to continuously provide value added services to the Group. Each training programme attended will be followed by an internal knowledge sharing session and trainings attended in 2013 include:

- 2013 National Conference on Internal Audit;
- ASEAN Corporate Governance Scorecard 2013;
- Internal Audit Transformation;
- Board of Directors' Workshop;
- Personal Data Protection Act 2010;
- The Statement on Risk Management and Internal Control;
- Broadcast Asia 2013 – Exhibition;
- Business of Innovation;
- Benchmark Visit: London;
- Intellectual Property and Technology Management; and
- Content Regulations for TV Production.

During the year, GCG's personnel had also attended anti-corruption courses such as the Certified Integrity Officer Programme and seminar on Global Practices in Eradicating Corruption organised by the Malaysian Anti-Corruption Commission.

GCG Department is contactable via gcg@mediaprima.com.my

This report is made on the recommendation of the Audit Committee to the Board of Directors and as per the Board's resolution dated 20 February 2014.

Risk Management

Committee Report

We operate in an uncertain world. Whenever we plan to achieve an objective, there is always the chance that we will not achieve what we expect to achieve. Every step we take involves uncertainty. Every plan has an element of risk that needs to be managed.

To manage risks better, Risk Management Committee (RMC) has refined the list of principal risks, making changes to remove duplication and quantify the impact more clearly. Focusing RMC's attention on a smaller number of risks has led to more comprehensive discussions about the nature of the risks that really matter to our business.

A. RESPONSIBILITY AND DUTIES

- The duties of the RMC shall include:
  - Assessment and monitoring of all risks associated with the operations of the Group;
  - Development and implementation of internal compliance and control systems, and procedures to manage risk;
  - Assessment and monitoring of the effectiveness of controls instituted;
  - Review and make recommendations on behalf of the Board in relation to risk management;
  - To consider and make recommendations on behalf of the Board in connection with the compliance by the Group with its risk management strategy;
  - To report to the Board on any material changes to the risk profile of the Group;
  - To monitor and refer to the Board any instances involving material breaches or potential breaches of the Group's risk management strategy; and
  - To report to the Board, when necessary, in connection with the Group's annual reporting responsibilities to Bursa Malaysia in relation to matters pertaining to the Group's risk management strategy.
- RMC shall have the authority to seek any information it requires from any officer or employee of the company or its subsidiary companies and such officers or employees shall be required to respond to such enquiries.
- RMC may as and when deemed necessary invite other Board members and management personnel to attend the meetings where risk management issues are discussed.
- RMC has the authority to direct special investigations on behalf of the Board, into significant risk management activities, as and when necessary.
- RMC is authorised to take such independent professional advice as it considers necessary;
- RMC shall make recommendations to the Board but shall have no executive powers with regard to its findings and recommendations.

B. COMMITTEE MEMBERS

Member
Datuk Seri Fateh Iskandar bin Tan Sri Dato' Mohamed Mansor *(Chairman)*
Tan Sri Dato' Seri Mohamed Jawhar
Dato' Gumuri Hussain
Datuk Ahmad Abd Talib, JP

- RMC must be composed of no fewer than 4 members.
- Majority of the members must be independent directors.
- The Chairperson shall be an independent, non-executive director.
- No alternate director is appointed as a member of the RMC.
- In the event of any vacancy in the RMC resulting in the non-compliance of the above requirements, the company must fill the vacancy within 3 months.
- The Company Secretary shall act as Secretary to the RMC.

C. MEETINGS

- To form a quorum in respect of a meeting of the Committee shall be a minimum of three (3) members.
- Meeting of the Committee shall be held at least four times per year.
- The Chairperson will call a meeting of the RMC if so directed by the Board. The Chairperson will call a meeting of the RMC if so requested by any Committee Member or the Group Managing Director (GMD).
- The Secretary is responsible for the co-ordination of administrative details including calling the meetings, voting and keeping of minutes.

D. ATTENDANCE AT MEETINGS

During the financial year ended 31 December 2013, the Risk Management Committee (RMC) had met four (4) times and attendances of members are illustrated below:

Member	Attendance
Datuk Seri Fateh Iskandar bin Tan Sri Dato' Mohamed Mansor *(Chairman)*	4/4
Tan Sri Dato' Seri Mohamed Jawhar	4/4
Dato' Gumuri Hussain	4/4
Datuk Ahmad Abd Talib, JP	2/4

E. RISK MANAGEMENT COMMITTEE'S REPORT

RMC was established in September 2011 following the separation from the Board Audit Committee.

The principal role of the committee is to assist the Board in its leadership and oversight of risk and regulatory compliance across the Group. This include the understanding, and where appropriate, optimisation of current risk exposure and future risk strategy, determining overall risk appetite and tolerance, building the Risk Management Framework and promoting risk awareness culture throughout the Group.

The Committee members remain unchanged since its formation in 2011. The Chair and two members of the Committee (3/4) are Independent Non-Executive Directors. The Group Managing Director, Group Chief Financial Officer and Group General Manager Risk Management are routinely invited to attend meetings.

F. 2013 Activities

- **Risk Profile Report** – The Committee reviewed quarterly the Group Risk Profile Reports, which provide update on strategic, financial and operational risks of each of the six business platforms and one for the Group level. The risks are categorised and evaluated in respect of its potential impact and likelihood.

- **Risk Management Framework** – During the year, the committee focused on the continued development of the Risk Management Framework:

  – Aggregating the material uncertainties so that the Board is informed of the key areas of risk;

  – Ascertaining the threshold level with the objective of strengthening the risk criteria matrix;

  – Assessing the quantification models that calculated the magnitude of impact should these risks occur; and

  – Anticipating outcome for better mapping of suitable strategic plan.

- **Awareness Sessions** – To ensure better understanding and instilling risk culture, RMC, through the Group Risk Management Department:

  – **Conducted Awareness and Communication** sessions with business units to provide better understanding of the risk management framework, embedding solid risk management principles into business processes, highlighting policies and procedures and obtaining feedbacks with regards to material risks that are affecting the business; and

  – Maintaining **Group Risk Management Web Portal** that strives for efficient communications with all business units. New and amended policies are updated therein and serves as an interactive platform to welcome feedback on relevant areas with regards to risk management.

- **Business Continuity Management (BCM)** – The Group has established a robust business continuity management policy to ensure seamless continuation of operations in adverse environment:

  – Each business platform has off-site back-up facility;

  – Within its daily operation, each business unit is equipped with certain redundant facilities to ensure continuous operations.

  – With the advancement of technology such as the availability of 'conty in a box', the BCM facility is continuously being reviewed; and

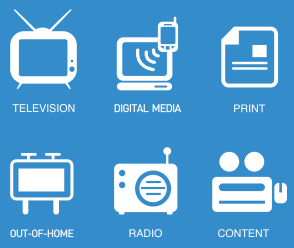
  – Awareness sessions and disaster recovery plan are undertaken and tested at least twice a year.

- **Plan for 2014**

  In 2014, the committee plans to focus on the continued execution of risk management activities, development of risk appetite, effectiveness of action plans taken to mitigate those risks, and opportunities for value creation through the Group synergy.

  The Committee will continue to receive regular reports on MPB's and its subsidiaries risk profiles and will continue the programme of thematic risk reviews instituted in 2013.

Financial Statements



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Directors' Report

The Directors have pleasure in submitting their report with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2013.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and the provision of procurement services for its subsidiaries.

The principal activities of the Group consist of investment holding, commercial television and radio broadcasting, publishing, sale of newspapers, provision of internet based on-line services, general media advertising, provision of advertising space and related production works, sale of programme rights, sale of videos, cable and laser rights, content production, property management services and other industry related services.

There have been no significant changes in the nature of these activities during the financial year.

The principal activities of the subsidiaries and associates are set out in Note 26 and Note 27 to the financial statements respectively.

FINANCIAL RESULTS

	Group RM'000	Company RM'000
Net profit for the financial year from continuing operations	216,416	193,723
Attributable to:		
Owners of the Parent	214,165	
Non-controlling interest	2,251	
Net profit for the financial year	216,416	

DIVIDENDS

The dividends paid or declared by the Company since 31 December 2012 were as follows:

	RM'000
(1) In respect of the financial year ended 31 December 2012, a final single tier dividend of 7 sen per ordinary share on 1,093,738,488 ordinary shares, paid on 13 July 2013	76,562
(2) In respect of the financial year ended 31 December 2013, a first interim single tier dividend of 3 sen per share on 1,097,588,417 ordinary shares, paid on 30 September 2013	32,928

DIVIDENDS (CONTINUED)

	RM'000
(3) In respect of the financial year ended 31 December 2013, a second interim single tier dividend of 3 sen per share on 1,100,458,955 ordinary shares, paid on 30 December 2013	33,013
	142,503

The Directors had on 20 February 2014 approved a third single tier dividend of 3.0 sen per share on ordinary shares payable on 28 March 2014.

The Directors had on 20 February 2014 recommended the payment of a final single tier dividend of 5.0 sen per ordinary share, subject to the approval of the shareholders at the forthcoming Annual General Meeting of the Company.

RESERVES AND PROVISIONS

All material transfers to or from reserves and provisions during the financial year are shown in the financial statements.

ISSUANCE OF SHARES

During the financial year, 20,837,859 new ordinary shares of RM1.00 each were issued by the Company comprising:

(a) 13,395,302 (2012: 6,984,498) ordinary shares of RM1.00 each pursuant to the exercise of the Company's warrants at exercise price of RM1.80 (2012: RM1.80) per warrant. The premium arising from the exercise of warrants of RM12,686,335 (2012: RM6,635,273) has been credited to the Share Premium reserve.

(b) 7,442,557 (2012: 4,555,919) ordinary shares of RM1.00 each pursuant to the exercise of the Company's Employee Share Option Scheme ("ESOS") at exercise prices of RM1.80, RM1.98 and RM2.10 (2012: RM1.80, RM1.98 and RM2.10) per option. The premium arising from the exercise of ESOS of RM9,187,596 (2012: RM5,574,249) has been credited to the Share Premium reserve.

The new ordinary shares issued during the financial year ranked pari passu in all respects with the existing ordinary shares of the Company.

EMPLOYEES' SHARE OPTION SCHEME ("ESOS")

The Company's ESOS was approved by the shareholders on 15 April 2010 and became effective on 14 May 2010 for a period of five (5) years.

Details of the ESOS are set out in Note 12 to the financial statements.

DIRECTORS

The Directors who have held office during the period since the date of the last report are:

Datuk Johan Jaaffar (Chairman)
Datuk Seri Fateh Iskandar Tan Sri Dato' Mohamed Mansor
Dato' Amrin Awaluddin
Datuk Ahmad Abd Talib
Datuk Shahril Ridza Ridzuan
Tan Sri Lee Lam Thye
Tan Sri Dato' Seri Mohamed Jawhar
Dato' Abdul Kadir Mohd Deen
Dato' Gumuri Hussain
Lydia Anne Abraham (appointed on 19.11.2013)
Dato' Sri Ahmad Farid Ridzuan (retired on 23.04.2013)

DIRECTORS' BENEFITS

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, being arrangements with the object or objects of enabling 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, other than the Company's ESOS (see Note 7 to the financial statements).

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than Directors' remuneration and benefits-in-kind disclosed in Note 7 to the financial statements) 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.

REMUNERATION COMMITTEE

The Remuneration Committee concluded the annual review of the overall remuneration policy for Directors, the Group Managing Director and the Senior Management Officers where upon recommendations are made to the Board of Directors for approval. The members of the Remuneration Committee at the date of this Report comprise:

Datuk Seri Fateh Iskandar Tan Sri Dato' Mohamed Mansor (Chairman)
Dato' Abdul Kadir Mohd Deen
Tan Sri Lee Lam Thye
Datuk Shahril Ridza Ridzuan

DIRECTORS' INTERESTS

According to the Register of Directors' shareholdings, particulars of interests of Directors who held office as at the end of the financial year in shares and options over ordinary shares in the Company are as follows:

	Number of ordinary shares of RM1.00 each			
	As at 1.1.2013 '000	Additions '000	Disposals '000	As at 31.12.2013 '000
Dato' Amrin Awaluddin	257	350	(607)	–
Datuk Ahmad Abd Talib	64	80	(80)	64

	Number of options over ordinary shares of RM1.00 each			
	As at 1.1.2013 '000	Granted '000	Exercised '000	As at 31.12.2013 '000
Dato' Amrin Awaluddin	350	–	(350)	–
Datuk Ahmad Abd Talib	80	–	(80)	–

Other than as disclosed above, according to the Register of Directors' shareholdings, none of the other Directors in office at the end of the financial year held any interest in shares and options over ordinary shares in the Company and its related corporations during the financial year.

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS

Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, 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, other than debts, which were unlikely to realise in the ordinary course of business their values as shown in the accounting records of the Group and of the 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 of the Company inadequate to any substantial extent; or

(b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

(c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS (CONTINUED)

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 affect the ability of the Group or of the Company to meet their obligations when they fall due.

At the date of this report, there does not exist:

(a) any charge on the assets of the Group or of the 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 of the Company which has arisen since the end of the financial year.

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 of the Company's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature except as disclosed in the financial statements; 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 of the Company for the financial year in which this report is made.

AUDITORS

The auditors, PricewaterhouseCoopers, have expressed their willingness to continue in office.

Signed on behalf of the Board of Directors in accordance with their resolution dated 20 February 2014.

DATUK JOHAN JAAFFAR
CHAIRMAN

DATO' AMRIN AWALUDDIN
GROUP MANAGING DIRECTOR

Statements of Comprehensive Income

for the financial year ended 31 December 2013

	Note	Group 2013 RM'000	Group 2012 RM'000	Company 2013 RM'000	Company 2012 RM'000
Continuing operations					
Revenue	2	**1,722,943**	1,697,845	**268,438**	164,114
Other operating income		**21,125**	11,701	**–**	–
Finance income	4	**15,322**	9,141	**12,139**	5,002
Programmes, film rights and album production costs					
– Amortisation		**(197,592)**	(185,465)	**–**	–
– Write offs		**(190)**	(740)	**–**	–
Newsprint and production cost		**(231,177)**	(233,233)	**–**	–
Other editorial charges		**(11,434)**	(14,972)	**–**	–
Other direct costs		**(133,464)**	(127,683)	**–**	–
Distribution expenses		**(33,392)**	(30,678)	**–**	–
Employee benefits costs	5	**(446,342)**	(455,690)	**(26,041)**	(30,124)
Advertising and promotion expenses		**(50,744)**	(41,669)	**(1,281)**	(646)
Transmission rental and expenses		**(42,985)**	(35,935)	**–**	–
Repairs and maintenance		**(41,423)**	(35,660)	**(7)**	(2)
Utilities		**(33,672)**	(30,129)	**(194)**	(191)
Professional and consultancy fees		**(11,124)**	(17,718)	**(1,733)**	(2,028)
Rental of premises		**(12,050)**	(15,177)	**–**	–
Travelling		**(12,839)**	(12,822)	**(844)**	(859)
Research and survey		**(7,518)**	(5,621)	**–**	–
License fees		**(9,984)**	(9,744)	**–**	–
Property, plant and equipment					
– Depreciation		**(95,943)**	(96,837)	**(36)**	(222)
– Write offs		**(346)**	(1,081)	**–**	–
– Net gain on disposal		**459**	742	**–**	–
Investment properties					
– Depreciation		**(1,631)**	(1,727)	**–**	–
– Net gain on disposal		**640**	1,500	**–**	–
Reversal/(Impairment) of trade and other receivables		**1,870**	(769)	**–**	–
Amortisation of acquired rights		**(3,593)**	(3,809)	**–**	–
Other operating expenses		**(77,920)**	(61,300)	**(2,412)**	(2,656)
Profit from continuing operations	6	**306,996**	302,470	**248,029**	132,388
Finance cost	4	**(26,253)**	(27,451)	**(24,674)**	(24,087)
Share of results of an associate		**9,238**	7,926	**–**	–
Profit before taxation		**289,981**	282,945	**223,355**	108,301
Taxation	8	**(73,565)**	(71,967)	**(29,632)**	(31,555)
Net profit for the financial year from continuing operations		**216,416**	210,978	**193,723**	76,746

Statements of Comprehensive Income

for the financial year ended 31 December 2013

	Note	Group 2013 RM'000	Group 2012 RM'000	Company 2013 RM'000	Company 2012 RM'000
Discontinued operations					
Gain on disposal of subsidiary held for sale		**–**	334	**–**	–
Net profit for the financial year		**216,416**	211,312	**193,723**	76,746
Other comprehensive (expense)/income:					
Revaluation of available-for-sale financial assets		**(145)**	1,200	**–**	–
Reclassification adjustment for gain included in profit or loss		**–**	(8,540)	**–**	–
Net other comprehensive expense for the financial year, net of tax		**(145)**	(7,340)	**–**	–
Total comprehensive income for the financial year		**216,271**	203,972	**193,723**	76,746
Profit attributable to:					
Owners of the Parent		**214,165**	209,312		
Non-controlling interests		**2,251**	2,000		
		216,416	211,312		
Total comprehensive income attributable to:					
– Owners of the Parent		**214,023**	201,946		
– Non-controlling interests		**2,248**	2,026		
Total comprehensive income for the financial year		**216,271**	203,972		

Items in the statement above are disclosed net of tax. The income tax relating to each component of other comprehensive income is disclosed in Note 8.

Statements of Comprehensive Income

for the financial year ended 31 December 2013

	Note	Group 2013	Group 2012
Basic earnings per share (sen) for:	9(a)		
– net profit from continuing operations		**19.62**	19.42
– net gain from subsidiary held for sale		**–**	0.03
– net profit for the financial year		**19.62**	19.45
Diluted earnings per share (sen) for:	9(b)		
– net profit from continuing operations		**19.18**	18.33
– net gain from subsidiary held for sale		**–**	0.03
– net profit for the financial year		**19.18**	18.36

The accounting policies on pages 186 to 205 and the notes on pages 206 to 270 form an integral part of these financial statements.

Statements of Financial Position

as at 31 December 2013

	Note	Group 2013 RM'000	Group 2012 RM'000	Company 2013 RM'000	Company 2012 RM'000
NON-CURRENT ASSETS					
Property, plant and equipment	24	**757,978**	748,977	**141**	144
Investment properties	25	**54,722**	62,056	**–**	–
Subsidiaries	26	**–**	–	**1,665,644**	1,715,644
Associates	27	**176,183**	163,345	**–**	–
Prepaid transmission station rentals		**1,287**	1,571	**–**	–
Available-for-sale financial assets	30	**2,325**	2,525	**–**	–
Intangible assets	29	**383,714**	375,240	**–**	–
Deferred tax assets	23	**84,510**	97,953	**–**	–
		1,460,719	1,451,667	**1,665,785**	1,715,788
CURRENT ASSETS					
Inventories	31	**117,963**	84,418	**–**	–
Trade and other receivables	32	**386,038**	435,352	**362**	2,645
Amounts due from subsidiaries	33		–	**177,403**	52,819
Tax recoverable		**21,438**	14,265	**7,003**	4,464
Financial assets at fair value through profit or loss	28	**90**	90	**–**	–
Deposits, cash and bank balances	34	**618,390**	682,378	**298,668**	468,443
		1,143,919	1,216,503	**483,436**	528,371
NON-CURRENT ASSET HELD FOR SALE	39	**2,024**	–	**–**	–
TOTAL ASSETS		**2,606,662**	2,668,170	**2,149,221**	2,244,159

Statements of Financial Position

for the financial year ended 31 December 2013

	Note	Group 2013 RM'000	Group 2012 RM'000	Company 2013 RM'000	Company 2012 RM'000
NON-CURRENT LIABILITIES					
Commercial papers medium term notes	16(i)	**300,036**	300,144	**300,036**	300,144
Redeemable fixed rate bonds	16(ii)	**150,418**	148,353	**150,418**	148,353
Hire-purchase and lease creditors	21	**1,316**	3,814	**–**	–
Trade and other payables	22	**–**	279	**–**	–
Deferred tax liabilities	23	**66,320**	70,297	**–**	–
		518,090	522,887	**450,454**	448,497
CURRENT LIABILITIES					
Trade and other payables	22	**364,612**	344,705	**13,088**	16,229
Amounts due to subsidiaries	33	**–**	–	**18,264**	13,857
Amount due to an associate	35	**2,176**	3,613	**–**	–
Interest bearing bank borrowings:					
– Term loans	18	**–**	187,000	**–**	187,000
– Banker's acceptance	18	**35,098**	26,940	**–**	–
– Revolving credit	18	**10,000**	12,000	**–**	–
Current tax liabilities		**357**	4,295	**–**	–
		412,243	578,553	**31,352**	217,086
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT					
Share capital	11	**1,100,529**	1,079,692	**1,100,529**	1,079,692
Share premium	13	**407,037**	385,162	**407,037**	385,162
Other reserves	14	**15,703**	72,744	**13,592**	18,715
Retained earnings	15	**133,160**	9,692	**146,257**	95,007
		1,656,429	1,547,290	**1,667,415**	1,578,576
NON-CONTROLLING INTEREST		**19,900**	19,440	**–**	–
TOTAL EQUITY		**1,676,329**	1,566,730	**1,667,415**	1,578,576
TOTAL LIABILITIES AND EQUITY		**2,606,662**	2,668,170	**2,149,221**	2,244,159

	Sen	Sen
NET ASSETS PER SHARE*	**150.51**	143.31

* Net assets per share is calculated by dividing the net assets (excluding portion allocated to non-controlling interest) of the Group by the number of ordinary shares in issue at the statement of financial position date.

The accounting policies on pages 186 to 205 and the notes on pages 206 to 270 form an integral part of these financial statements.

Consolidated Statement of Changes in Equity

for the financial year ended 31 December 2013

GROUP 2013	Note	Attributable to owners of the Company						
			Non-distributable					
		Share capital RM'000	Share premium RM'000	Revaluation and other reserves RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 January 2013		1,079,692	385,162	72,744	9,692	1,547,290	19,440	1,566,730
Net profit for the financial year		–	–	–	214,165	214,165	2,251	216,416
Other comprehensive income:								
Revaluation of available-for-sale financial assets		–	–	(142)	–	(142)	(3)	(145)
Reclassification		–	–	(52,276)	52,276	–	–	–
Total comprehensive income for the financial year		–	–	(52,418)	266,441	214,023	2,248	216,271
Transaction with owners:								
Exercise of Employees Share Option Scheme ("ESOS")	11(b)	7,442	9,188	(3,123)	–	13,507	–	13,507
Cancellation of ESOS	12	–	–	(30)	30	–	–	–
Exercise of warrants	11(a)	13,395	12,687	(1,970)	–	24,112	–	24,112
Redemption of redeemable preference shares		–	–	500	(500)	–	–	–
Final dividends paid for the financial year ended 31 December 2012	10	–	–	–	(76,562)	(76,562)	–	(76,562)
First interim dividends for the financial year ended 31 December 2013	10	–	–	–	(32,928)	(32,928)	–	(32,928)
Second interim dividends for the financial year ended 31 December 2013	10	–	–	–	(33,013)	(33,013)	–	(33,013)
Dividends paid to non-controlling interests		–	–	–	–	–	(1,788)	(1,788)
Total transaction with owners for the financial year		20,837	21,875	(4,623)	(142,973)	(104,884)	(1,788)	(106,672)
At 31 December 2013		1,100,529	407,037	15,703	133,160	1,656,429	19,900	1,676,329

Consolidated Statement of Changes in Equity

for the financial year ended 31 December 2013

GROUP 2012	Note	Share capital RM'000	Share premium RM'000	Revaluation and other reserves RM'000	Retained earnings/ (Accumulated losses) RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
		Attributable to owners of the Company						
			Non-distributable					
At 1 January 2012		1,068,151	372,953	83,144	(80,789)	1,443,459	19,885	1,463,344
Net profit for the financial year		–	–	–	209,312	209,312	2,000	211,312
Other comprehensive income:								
Revaluation of available-for-sale financial assets		–	–	1,174	–	1,174	26	1,200
Reclassification adjustment for gain included in profit or loss		–	–	(8,540)	–	(8,540)	–	(8,540)
Total comprehensive income for the financial year		–	–	(7,366)	209,312	201,946	2,026	203,972
Transaction with owners:								
Exercise of Employees Share Option Scheme ("ESOS")	11(b)	4,557	5,574	(1,892)	–	8,239	–	8,239
Cancellation of ESOS	12	–	–	(95)	95	–	–	–
Exercise of warrants	11(a)	6,984	6,635	(1,047)	–	12,572	–	12,572
Acquisition of further interest in subsidiaries		–	–	–	(245)	(245)	(2,023)	(2,268)
Final dividends paid for the financial year ended 31 December 2011	10	–	–	–	(53,922)	(53,922)	–	(53,922)
First interim dividends for the financial year ended 31 December 2012	10	–	–	–	(32,370)	(32,370)	–	(32,370)
Second interim dividends for the financial year ended 31 December 2012	10	–	–	–	(32,389)	(32,389)	–	(32,389)
Dividends paid to non-controlling interests		–	–	–	–	–	(448)	(448)
Total transaction with owners for the financial year		11,541	12,209	(3,034)	(118,831)	(98,115)	(2,471)	(100,586)
At 31 December 2012		1,079,692	385,162	72,744	9,692	1,547,290	19,440	1,566,730

Statement of Changes in Equity

for the financial year ended 31 December 2013

	Note	Share capital RM'000	Non-distributable Share premium RM'000	Non-distributable Other reserves RM'000	Distributable Retained earnings RM'000	Total equity RM'000
COMPANY						
2013						
At 1 January 2013		1,079,692	385,162	18,715	95,007	1,578,576
Net profit and total comprehensive income for the financial year		–	–	–	193,723	193,723
Transaction with owners:						
Exercise of ESOS	11(b)	7,442	9,188	(3,123)	–	13,507
Cancellation of ESOS	12	–		(30)	30	–
Exercise of warrants	11(a)	13,395	12,687	(1,970)	–	24,112
Final dividends paid for the financial year ended 31 December 2012	10	–	–	–	(76,562)	(76,562)
First interim dividends for the financial year ended 31 December 2013	10	–	–	–	(32,928)	(32,928)
Second interim dividends for the financial year ended 31 December 2013	10	–	–	–	(33,013)	(33,013)
Total transaction with owners for the financial year		20,837	21,875	(5,123)	(142,473)	(104,884)
At 31 December 2013		1,100,529	407,037	13,592	146,257	1,667,415

Statement of Changes in Equity

for the financial year ended 31 December 2013

	Note	Share capital RM'000	Non-distributable Share premium RM'000	Non-distributable Other reserves RM'000	Distributable Retained earnings RM'000	Total equity RM'000
COMPANY						
2012						
At 1 January 2012		1,068,151	372,953	21,749	136,847	1,599,700
Net profit and total comprehensive income for the financial year		–	–	–	76,746	76,746
Transaction with owners:						
Exercise of ESOS	11(b)	4,557	5,574	(1,892)	–	8,239
Cancellation of ESOS	12	–	–	(95)	95	–
Exercise of warrants	11(a)	6,984	6,635	(1,047)	–	12,572
Final dividends paid for the financial year ended 31 December 2011	10	–	–	–	(53,922)	(53,922)
First interim dividends for the financial year ended 31 December 2012	10	–	–	–	(32,370)	(32,370)
Second interim dividends for the financial year ended 31 December 2012	10	–	–	–	(32,389)	(32,389)
Total transaction with owners for the financial year		11,541	12,209	(3,034)	(118,586)	(97,870)
At 31 December 2012		1,079,692	385,162	18,715	95,007	1,578,576

The accounting policies on pages 186 to 205 and the notes on pages 206 to 270 form an integral part of these financial statements.

Statements of Cash Flows

for the financial year ended 31 December 2013

	Note	Group 2013 RM'000	Group 2012 RM'000	Company 2013 RM'000	Company 2012 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Cash flows generated from operations	38	**401,373**	399,471	**12,590**	105,109
Income tax paid (net of refund)		**(75,210)**	(51,581)	**(183)**	7,454
Net cash flow from operating activities		**326,163**	347,890	**12,407**	112,563
CASH FLOWS FROM INVESTING ACTIVITIES					
Additional equity interest of subsidiaries, net of cash acquired:					
– Kurnia Outdoor Sdn Bhd and Jupiter Outdoor Network Sdn Bhd	37(a)	**–**	(2,269)	**–**	(2,269)
Property, plant and equipment					
– Additions		**(103,470)**	(96,899)	**(33)**	(42)
– Proceeds from disposals		**745**	1,448	**–**	–
Investment properties					
– Proceeds from disposals		**4,319**	2,924	**–**	–
Investment					
– Proceeds from disposals		**–**	3,378	**–**	–
Redemption of redeemable preference shares from a subsidiary		**–**	–	**50,000**	–
Disbursement of intercompany loan	33(a)	**–**	–	**(120,000)**	–
Interest received		**15,322**	9,141	**12,139**	5,002
Dividends received		**8,640**	61	**190,313**	125,431
Net cash flow (used in)/from investing activities		**(74,444)**	(82,216)	**132,419**	128,122

Statements of Cash Flows

for the financial year ended 31 December 2013

	Note	Group 2013 RM'000	Group 2012 RM'000	Company 2013 RM'000	Company 2012 RM'000
CASH FLOWS FROM FINANCING ACTIVITIES					
Repayment of:					
– Term loans		**(187,000)**	(14,000)	**(187,000)**	(14,000)
– Hire-purchase and lease creditors		**(4,492)**	(5,403)	**–**	–
– Revolving credit		**(25,000)**	(73,000)	**–**	–
– Bankers' acceptance		**(24,356)**	(83,412)	**–**	–
– Bank guaranteed medium term notes		**–**	(100,000)	**–**	(100,000)
Drawdown of:					
– Bankers acceptance		**32,514**	78,399	**–**	–
– Revolving credit		**23,000**	75,000	**–**	–
– Commercial papers medium term notes		**–**	300,000	**–**	300,000
Net proceeds from issuance of ordinary shares arising from:					
– Exercise of warrants		**24,112**	12,572	**24,112**	12,572
– Exercise of ESOS		**13,507**	8,239	**13,507**	8,239
Restricted bank balances		**26,149**	(10,466)	**25,563**	(12,824)
Interest paid		**(24,296)**	(25,404)	**(22,717)**	(22,522)
Dividends paid to shareholders of the Company		**(142,503)**	(204,097)	**(142,503)**	(204,097)
Dividends paid to non-controlling interests		**(1,193)**	(2,286)	**–**	–
Net cash flow used in financing activities		**(289,558)**	(43,858)	**(289,038)**	(32,632)
NET MOVEMENT IN CASH AND CASH EQUIVALENTS DURING THE FINANCIAL YEAR		**(37,839)**	221,816	**(144,212)**	208,053
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		**646,733**	424,917	**436,708**	228,655
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	36	**608,894**	646,733	**292,496**	436,708

The accounting policies on pages 186 to 205 and the notes on pages 206 to 270 form an integral part of these financial statements.

Summary of Significant Accounting Policies

for the financial year ended 31 December 2013

Unless otherwise stated, the following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements.

A BASIS OF PREPARATION

The financial statements of the Group and the Company have been prepared in accordance with the provisions of the Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards and the requirement of Companies Act 1965 in Malaysia.

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, and financial assets and financial liabilities (including derivative instruments, if any) at fair value through profit or loss.

The financial statements are presented in Ringgit Malaysia (RM) and all values are rounded to the nearest thousand (RM'000) except when otherwise indicated.

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 financial year. It also requires Directors to exercise their judgement in the process of applying the Group's and the 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 Group's and Company's financial statements, are disclosed in Note AB.

The financial statements have been approved for issuance in accordance with a resolution of the Board of Directors on 20 February 2014.

(a) Standards, amendments, improvements to published standards and interpretations that are effective

The amendments and improvements to published standards and interpretations that are effective for the Group and Company's financial year beginning on or after 1 January 2013 are as follows:

- MFRS 10 "Consolidated Financial Statements"
- MFRS 11 "Joint Arrangements"
- MFRS 12 "Disclosures of Interests in Other Entities"
- MFRS 13 "Fair Value Measurement"
- The revised MFRS 127 "Separate Financial Statements"
- The revised MFRS 128 "Investments in Associates and Joint Ventures"
- Amendment to MFRS 7 "Financial instruments: Disclosures"
- Amendments to MFRS 10, 11 & 12 "Consolidated Financial Statements, Joint Arrangements and Disclosure of Interests in Other Entities: Transition Guidance"
- Amendment to MFRS 101 "Presentation of Item of Other Comprehensive Income"
- Amendment to MFRS 119 "Employee Benefits"
- Annual improvement 2009-2011 Cycle

The new accounting standards, amendments and improvements to published standards have no material impact on the financial statements of the Group and Company.

A BASIS OF PREPARATION (CONTINUED)

(b) Standards early adopted by the Group

The amendments to MFRS 136 "Impairment of Assets" removed certain disclosures of the recoverable amount of CGUs by the issuance of MFRS 13. The amendment is not mandatory for the Group until 1 January 2014. However, the Group has decided to early adopt the amendments as of 1 January 2013.

(c) Standards and amendments to published standards and interpretations to existing standards that are applicable to the Group but not yet effective

(i) Financial year beginning on/after 1 January 2014

- Amendments to MFRS 10, MFRS 12 and MFRS 127
- Amendments to MFRS 132 "Financial Instruments: Presentation"
- Amendments to MFRS 139 "Financial Instruments: Recognition and Measurement"
- IC Interpretation 21 "Levies"

(ii) Financial year beginning on/after 1 January 2015

- MFRS 9 "Financial instruments – classification and measurement of financial assets and financial liabilities"

The impact of the new accounting standards, amendments and improvements to published standards and interpretations on the financial statements of the Group and Company is not expected to be material.

B BASIS OF CONSOLIDATION

(a) Subsidiaries

Subsidiaries are all those entities (including special purpose entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has right to, variable returns from its involvement with the entity and has the ability to affect those returns through to power over 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.

The Group applies the acquisition method to account for business combinations. The consideration transferred for acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Summary of Significant Accounting Policies

for the financial year ended 31 December 2013

B BASIS OF CONSOLIDATION (CONTINUED)

(a) Subsidiaries (continued)

The group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the gain is recognised in profit or loss. Refer to accounting policy Note C on goodwill.

Non-controlling interest is the equity in a subsidiary not attributable, directly or indirectly, to a parent. On an acquisition-by-acquisition basis, the Group measures any non-controlling interest in the acquiree at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. At the end of reporting period, non-controlling interest consists of amount calculated on the date of combinations and its share of changes in the subsidiary's equity since the date of combination.

All earnings and losses of the subsidiary are attributed to the parent and the non-controlling interest, even if the attribution of losses to the non-controlling interest results in a debit balance in the shareholders' equity. Profit or loss attribution to non-controlling interests for prior years is not restated.

The Group applies predecessor accounting to account for business combinations under common control. Under the predecessor accounting assets and liabilities acquired are not restated to their respective fair values but at the carrying amounts from the consolidated financial statements of the ultimate holding company of the Group and adjusted to ensure uniform accounting policies of the Group. The difference between any consideration given and the aggregate carrying amounts of the assets and liabilities (as of the date of the transaction) of the acquired entity is recorded as an adjustment to retained earnings. No additional goodwill is recognised.

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. This may indicate an impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

The gain or loss on disposal of a subsidiary is the difference between net disposal proceeds and the Group's share of its net assets as of the date of disposal including the cumulative amount of any exchange differences that relate to the subsidiary is recognised in profit or loss attributable to the parent.

(b) Associates

Associates are those corporations, partnerships or other entities in which the Group has significant influence, but which it does not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Significant influence is the power to participate in the financial and operating policy decisions of the associates but not the power to exercise control over those policies.

B BASIS OF CONSOLIDATION (CONTINUED)

(b) Associates (continued)

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 identified on acquisition, net of any accumulated impairment losses.

The Group's share of its associates' post-acquisition profits or losses is recognised in the profit or loss, and its share of post-acquisition movements in reserves is recognised in other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. If the Group's share of losses of an associate equals or exceeds its interest in the associate, the Group discontinues recognising its share of further losses. The interest in an associate is the carrying amount of the investment in the associate under the equity method together with any long-term interests that, in substance, form part of the Group's net investment in the associate. After the Group's interest is reduced to zero, additional losses are provided for, and a liability is recognised, only to the extent that the investor has incurred legal or constructive obligations or made payments on behalf of the associate. If the associate subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates and unrealised losses are also eliminated unless the transaction provides evidence of impairment of the asset transferred.

Where necessary, in applying the equity method, adjustments are made to the financial statements of associates to ensure consistency of accounting policies with those of the Group.

Dilution gains and losses in associates are recognised in the profit or loss.

For incremental interest in an associate, the date of acquisition is the purchase date at each stage and goodwill is calculated at each purchase date based on the fair value of assets and liabilities identified. There is no "step up to fair value" of net assets previously acquired and the share of profits and equity movements for the previously acquired stake is recorded directly through equity.

(c) Transactions with non-controlling interest

The Group applies a policy of treating transactions with non-controlling interests as transactions with equity owners to the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share of the carrying value of net assets of the subsidiary acquired is deducted from equity. For disposals to non-controlling interests, differences between any proceeds received and the relevant share of non-controlling interests are also recognised in equity.

(d) Changes in ownership interests

When the Group ceases to have control, joint control or significant influence, any retained interest in the entity is re-measured to its fair value with the change in carrying amount recognised in profit or loss. This fair value is its fair value on initial recognition as a financial asset in accordance with MFRS 139. 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.

Summary of Significant Accounting Policies

for the financial year ended 31 December 2013

C GOODWILL

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary at the date of acquisition. Goodwill on acquisitions of subsidiaries is included in 'Intangible Assets'.

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include 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 synergies of the business combination in which the goodwill arose identified according to the operating segment. See accounting policy Note I on impairment of non-financial assets.

Goodwill in respect of acquisitions prior to 2006 were written off to reserves.

D RESEARCH AND DEVELOPMENT

Research and development costs are charged to the profit or loss in the financial year in which they are incurred. Development costs previously recognised as an expense are not recognised as an asset in the subsequent financial year. Capitalised development costs are recorded as an intangible asset and amortised from the point at which the asset is ready for use on a straight-line basis over its useful life not exceeding five years.

E INVESTMENTS IN SUBSIDIARIES AND ASSOCIATES

In the Company's separate financial statements, investments in subsidiaries and associates are stated at cost less accumulated impairment losses. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. See accounting policy Note I on impairment of non-financial assets.

On disposal of an investment, the difference between the net disposal proceeds and its carrying amount is charged/credited to the profit or loss.

F PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Cost also includes borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance costs are charged to the profit or loss during the financial year in which they are incurred.

F PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Freehold land is not depreciated as it has an infinite life. Depreciation on assets under construction commences when the assets are ready for their intended use.

Depreciation on the other property, plant and equipment is calculated so as to write off the cost or valuation of the assets to their residual values on a straight line basis over the expected useful lives of the assets, summarised as follows:

Buildings	20 – 50 years
Plant and machinery	4 – 25 years
Broadcasting and transmission equipment	10 years
Production equipment	5 – 10 years
Office equipment, furniture and fittings	3 – 10 years
Office renovations	3 – 10 years
Motor vehicles	5 years
Leasehold improvements	3 – 15 years
Structures	5 – 10 years

Leasehold land is amortised over the remaining period of the respective leases ranging from 40 and 96 years.

Residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each financial position date.

At each financial position 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 I on impairment of non-financial assets.

Gains and losses on disposals are determined by comparing proceeds with carrying amounts and are included in the profit or loss.

G INVESTMENT PROPERTIES

Investment properties comprise principally land and buildings held for long term rental yields or for capital appreciation or both, and are not occupied by the Group.

Investment properties are stated at cost less accumulated depreciation and accumulated impairment losses. Investment property is depreciated on the straight line basis to allocate the cost to their residual values over their estimated useful lives.

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognised.

Freehold land is not depreciated as it has an infinite life.

G INVESTMENT PROPERTIES (CONTINUED)

Depreciation on the other investment properties is calculated so as to write off the cost of the assets to their residual values on a straight line basis over the expected useful lives of 20 to 99 years.

On disposal of an investment property, or when it is permanently withdrawn from use and no future economic benefits are expected from its disposal, it shall be derecognised. The difference between the net disposal proceeds and the carrying amount is recognised in the profit or loss in the financial year of the retirement or disposal.

H INTANGIBLE ASSETS

(a) Programmes and film rights

Programmes and film rights are stated at cost less accumulated amortisation and accumulated impairment losses, if any.

The programmes and film rights are recognised after they are contracted for, after receipt of materials and after approvals are obtained from the censorship authority. Cost comprises contracted cost and direct expenditure. Amortisation is calculated so as to write off the relevant portion of the cost of programmes and film rights which fairly represents its relevant attached rights, to match against recognised revenue from these programmes and film rights.

Where an indication of impairment exists, the carrying amount of the asset is assessed and written down immediately to its recoverable amount. See accounting policy Note I on impairment of non-financial assets.

(b) Acquired concession rights and outdoor advertising rights

Acquired concession rights and outdoor advertising rights that have a finite useful life are carried at cost less accumulated amortisation and impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of concession rights and outdoor advertising rights over their respective concession lives. Where an indication of impairment exists, the carrying amount of the asset is assessed and written down immediately to its recoverable amount. See accounting policy Note I on impairment of non-financial assets.

Acquired concession rights and outdoor advertising rights that have an indefinite useful life are assessed for any indication of impairment on an annual basis or where an indication of impairment exist. A write-down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note I on impairment of non-financial assets.

(c) Acquired publishing rights and contracts

Acquired publishing rights and contracts that have a finite useful life are carried at cost less accumulated amortisation and impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of publishing rights and contracts over their respective tenure up to the expiry of such rights and/or contracts. Where an indication of impairment exists, the carrying amount of the asset is assessed and written down immediately to its recoverable amount. See accounting policy Note I on impairment of non-financial assets.

H INTANGIBLE ASSETS (CONTINUED)

(c) Acquired publishing rights and contracts (continued)

Acquired publishing rights and contracts that have an indefinite useful life are assessed for any indication of impairment on an annual basis or where an indication of impairment exist. A write-down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note I on impairment of non-financial assets.

I IMPAIRMENT OF NON-FINANCIAL ASSETS

Assets that have an indefinite useful life, for example, goodwill or intangible assets, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation 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 impairment are reviewed for possible reversal of the impairment at each reporting date.

J NON-CURRENT ASSETS HELD FOR SALE

Non-current assets are classified as assets held for sale when their carrying amount is to be recovered principally through a sale transaction and a sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell if their carrying amount is to be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable.

K TRADE RECEIVABLES

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. 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.

Non-current trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less accumulated impairment losses which are determinable based on accounting policy at Note AA(v) on impairment of financial assets.

Advanced billings are billings made to customers in advance of display rental, advertisement production works or events. Advanced billings collected are disclosed in the financial statements as deferred income. Advanced billings not collected are excluded from trade receivables until revenue is recognised.

Summary of Significant Accounting Policies

for the financial year ended 31 December 2013

L INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimate of the selling price in the ordinary course of business, less costs of completion and applicable variable selling expenses.

Cost comprises direct labour, materials, sub-contract costs and related expenditure and is determined on a weighted average basis.

(i) Consumable spares and raw materials for newspaper printing

Consumable spares comprise spare parts for broadcasting and transmission equipment and are expensed upon utilisation. Raw materials for newspaper printing are also expensed on usage.

(ii) Albums

Albums comprise mainly costs of production and related production overheads and are expensed when sold.

M CASH AND CASH EQUIVALENTS

For the purpose of the cash flow statements, cash and cash equivalents comprise cash on hand, bank balances, demand deposits and short term highly liquid investments with original maturities of three months or less and less bank overdrafts. Bank overdrafts are included within borrowings, classified as current liabilities.

N LEASES

(i) Finance leases

Leases of property, plant and equipment where the Group assumes substantially all the benefits and risks 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 asset and the present value of the minimum lease payments. Each lease payment is allocated between the liability and finance charges so as to achieve a constant periodic rate of interest on the balance outstanding. The corresponding rental obligations, net of finance charges, are included in payables. The interest element of the finance lease is charged to the statement of comprehensive income over the lease period, so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Property, plant and equipment acquired under finance leases are depreciated over the estimated useful lives of the assets, in accordance with the annual rates stated in Note F above. Where there is no reasonable certainty that the ownership will be transferred to the Group, the asset is depreciated over the shorter of the lease term and its estimated useful life.

(ii) Operating leases

Leases of assets 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 are charged to the profit or loss on a straight line basis over the period of the lease.

N LEASES (CONTINUED)

(iii) Prepaid lease rentals

Prepaid lease rentals for transmission stations are charged to the profit or loss on a straight line basis over the respective period of the leases, ranging between 31 and 36 years.

O CURRENT AND DEFERRED TAX

The tax expense for the period comprises current and deferred tax. Tax is recognised in the net profit for the financial year 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.

The current tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the statement of financial position date in the countries where the Company and its subsidiaries operate and generate taxable income. 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.

Deferred tax is recognised in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; 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 occurring, it affects neither accounting nor taxable profit nor loss. Deferred tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the statement of financial position date and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax is provided on temporary differences arising on investments in subsidiaries and associates, except for deferred tax liability where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred 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 tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Deferred tax assets (including tax benefit from reinvestment allowances) are recognised only to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences, unused tax losses or unused tax credits can be utilised.

P EMPLOYEE BENEFITS

(i) Short-term employee benefits

The Group recognises a liability and an expense for bonuses based on a formula that takes into consideration the net profit/(loss) for the financial year after certain adjustments. The Group recognises a provision where there is a contractual obligation or where there is a past practice that has created a constructive obligation.

Wages, salaries, sick leave, paid annual leave, bonuses and non-monetary employee benefits are accrued in the financial year in which the associated services are rendered by employees of the Group.

(ii) Post-employment benefits – 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 employee benefits relating to the employee service in the current and prior periods.

The Group's contributions to defined contribution plans, including the national defined contribution plan, the Employees' Provident Fund ("EPF"), are charged to the profit or loss in the financial year to which they relate. Once the contributions have been paid, the Group has no further payment obligations. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(iii) Termination benefits

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without the possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits which are due more than 12 months after the financial position date are discounted to present value.

(iv) Share-based compensation

The Group operates an equity-settled, share-based compensation plan for its employees i.e. Employee Share Options Scheme ("ESOS").

The fair value of the employee services received in exchange for the grant of the share options is recognised as an expense in the profit or loss as staff cost over the vesting period, with a corresponding increase in equity.

P EMPLOYEE BENEFITS (CONTINUED)

(iv) Share-based compensation (continued)

The total amount to be expensed over the vesting period is determined by reference to the fair value of the share options granted:

- including any market performance conditions;
- excluding the impact of any service and non-market performance vesting conditions (for example, profitability, sales growth targets and the remaining employee of the entity over a specified time period); and
- excluding the impact of any non-vesting conditions (for example, the requirement for employees to save).

Non-market vesting conditions are included in the assumptions about the number of options that are expected to vest. At each balance financial position, the Group revises its estimates of the number of share options that are expected to vest. It recognises the impact of the revision of original estimates, if any, in the profit or loss, with a corresponding adjustment to 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 (nominal value) and share premium when the options are exercised. When options are not exercised and lapsed, the share option reserve is transferred to retained earnings.

Recharges made by the Company in respect of options granted to subsidiaries are accounted for as amounts receivable from subsidiaries.

Q TRADE PAYABLES

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Non-current trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

R 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. Where the Group expects a provision to be reimbursed, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Summary of Significant Accounting Policies

for the financial year ended 31 December 2013

S CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The Group and Company do not recognise a contingent liability but disclose its existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence and non-occurrence of one or more uncertain future events beyond the control of the Group and Company 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 circumstance 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 the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group and Company. The Group and Company do not recognise contingent assets but disclose their existence where inflows of economic benefits are probable, but not virtually certain.

T SHARE CAPITAL

Ordinary shares are classified as equity.

Incremental external costs directly attributable to the issuance of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders. However, in the case of interim dividends, it is recognised as liability upon approval by the Board of Directors of the Company.

U DEBT INSTRUMENTS

Debt instruments are recognised initially at fair value, net of transaction costs incurred with any difference between the initial fair value and proceeds (net of transaction costs) being charged to profit or loss at initial recognition. In subsequent periods, debt instruments are stated at amortised cost using the effective interest method with the difference between the initial fair value and the redemption value is recognised in the profit or loss over the period of the debt instruments.

V WARRANTS RESERVE

Proceeds from the issuance of warrants, net of issuance costs, are credited to warrants reserve which is non-distributable. Warrants reserve are transferred to the share premium reserve upon the exercise of warrants. Warrants reserve in relation to unexercised warrants at the expiry of the warrants period is transferred to retained earnings.

W BORROWINGS

Borrowings are recognised initially at fair value, net of transaction costs incurred with any difference between the initial fair value and proceeds (net of transaction costs) being charged to profit or loss at initial recognition. In subsequent periods, borrowings are stated at amortised cost using the effective interest method with the difference between the initial fair value and the redemption value is recognised in the profit or loss over the period of the borrowings.

Interest, dividends, losses and gains relating to a financial instrument, or a component part, classified as a liability is reported within finance cost in the profit or loss.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the financial position date.

Borrowing costs incurred 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. All other borrowing costs are expensed.

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 deferred until the draw-down 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 of the facility to which it relates.

X INCOME RECOGNITION

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the Group's activities. Revenue is shown net of estimated returns, discounts, commissions, rebates and taxes and after eliminating sales within the Group.

The Group recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Group's activities. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the sale have been resolved. The Group bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Dividend income is recognised when the right to receive payment is established.

Revenue of the Company from the provision of procurement services to subsidiaries is recognised when the services have been rendered.

Revenue of the subsidiaries is recognised upon the delivery of products and customer acceptance or performance of services, or upon telecast or publishing of advertisements, net of discounts, returns, sales commissions and sales rebates, if any. Revenue from display rental income, advertisement production works and events are recognised in accordance with the terms of the sales contract which is principally over the period of the contract, on an accrual basis. Accordingly, all amounts received in advance are disclosed in the financial statements as deferred income.

Interest income of the Group and Company is recognised using the effective interest rate method.

Rental income is recognised on an accrual basis.

Y 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 Ringgit Malaysia, which is the Company's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. 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 net profit for the financial year, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the profit or loss within 'finance income or cost'.

(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 financial position date presented are translated at the closing rate at the date;
- income and expenses for each statement of comprehensive income 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.

On consolidation, exchange differences arising from the translation of the net investment in foreign operations are taken to other comprehensive income. When a foreign operation is partially disposed of or sold, exchange differences that were recorded in equity are recognised in the profit or loss as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and are translated at the closing rate.

Z SEGMENT REPORTING

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the senior management and the Board of Directors that makes strategic decisions.

AA FINANCIAL ASSETS

(i) Classification

The Group classifies its financial assets in the following categories: at fair value through profit or loss, loans and receivables, and available-for-sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

(a) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the near term. Derivatives are also categorised as held for trading unless they are designated as hedges. The assets in this category are classified as current assets if expected to be settled within 12 months; otherwise, they are classified as non-current.

(b) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets.

(c) Held-to-maturity financial assets

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Group's management has the positive intention and ability to hold to maturity. If the Group were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale. Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the end of the reporting period, which are classified as current assets.

(d) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the investment matures or management intends to dispose of it within 12 months of the end of the reporting period.

AA FINANCIAL ASSETS (CONTINUED)

(ii) Recognition and initial measurement

Regular purchases and sales of financial assets are recognised on the trade-date, the date on which the Group commits to purchase or sell the asset.

Financial assets are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or losses are initially recognised at fair value, and transaction costs are expensed in profit or loss.

(iii) Subsequent measurement – gains and losses

Available-for-sale financial assets and financial assets at fair value through profit or loss are subsequently carried at fair value. Loans and receivables and held-to-maturity financial assets are subsequently carried at amortised cost using the effective interest method.

Changes in the fair values of financial assets at fair value through profit or loss, including the effects of currency translation, interest and dividend income are recognised in the profit or loss in the period in which the changes arise.

Changes in the fair value of available-for-sale financial assets are recognised in other comprehensive income, except for interest, dividend income and impairment losses (see accounting policy Note AA(v)) and foreign exchange gains and losses on monetary assets. The exchange differences on monetary assets are recognised in net profit for the financial year, whereas exchange differences on non-monetary assets are recognised in other comprehensive income as part of fair value change.

Interest and dividend income on available-for-sale financial assets are recognised separately in the profit or loss. Interest on available-for-sale debt securities calculated using the effective interest method is recognised in net profit for the financial year. Dividends income on available-for-sale equity instruments are recognised in net profit for the financial year when the Group's right to receive a payment is established.

(iv) Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position 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.

(v) Subsequent measurement – impairment of financial assets

(a) Assets carried at amortised cost

The Group assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

AA FINANCIAL ASSETS (CONTINUED)

(v) Subsequent measurement – impairment of financial assets (continued)

(a) Assets carried at amortised cost (continued)

The criteria that the Group uses to determine that there is objective evidence of an impairment loss include:

- significant financial difficulty of the issuer or obligor;
- a breach of contract, such as a default or delinquency in interest or principal payments;
- the group, for economic or legal reasons relating to the borrower's financial difficulty, granting to the borrower a concession that the lender would not otherwise consider;
- it becomes probable that the borrower will enter bankruptcy or other financial reorganisation;
- the disappearance of an active market for that financial asset because of financial difficulties; or
- observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial assets in the portfolio, including:

  (i) adverse changes in the payment status of borrowers in the portfolio; and
  (ii) national or local economic conditions that correlate with defaults on the assets in the portfolio.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in the net profit for the financial year. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the Group may measure impairment on the basis of an instrument's fair value using an observable market price.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the profit or loss.

When an asset is uncollectible, it is written off against the related allowance account. Such assets are written off after all the necessary procedures have been completed and the amount of the loss has been determined.

(b) Assets classified as available-for-sale

The Group assesses at the end of the reporting period whether there is objective evidence that a financial asset or a group of financial assets is impaired.

AA FINANCIAL ASSETS (CONTINUED)

(v) Subsequent measurement – impairment of financial assets (continued)

(b) Assets classified as available-for-sale (continued)

For debt securities, the Group uses criteria and measurement of impairment loss applicable for 'assets carried at amortised cost' above. If, in a subsequent period, the fair value of a debt instrument classified as available-for-sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in net profit for the financial year, the impairment loss is reversed through the profit or loss.

In the case of equity securities classified as available-for-sale, in addition to the criteria for 'assets carried at amortised cost' above, a significant or prolonged decline in the fair value of the security below its cost is also considered as an indicator that the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative losses that had been recognised directly in equity is removed from equity and recognised in net profit for the financial year. The amount of cumulative losses that is reclassified to net profit for the financial year is the difference between the acquisition cost and the current fair value, less any impairment losses on that financial asset previously recognised in net profit for the financial year. Impairment losses recognised in net profit for the financial year on equity instruments classified as available-for-sale are not reversed through profit or loss.

(vi) De-recognition

Financial assets are de-recognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

When available-for-sale financial assets are sold, the accumulated fair value adjustments recognised in other comprehensive income are reclassified to net profit for the financial year.

AB CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Critical accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. To enhance the information content of the estimates, certain key variables that are anticipated to have a material impact to the Group's results and financial position are tested for sensitivity to changes in the underlying parameters. The estimates and assumptions 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:

(i) Assessment of impairment of non-financial assets (excluding goodwill)

The Group assesses impairment of the non-financial assets (excluding goodwill) whenever the events or changes in circumstances indicate that the carrying amount may not be recoverable (i.e. the carrying amount is more than the recoverable amount).

AB CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

(a) Critical accounting estimates and assumptions (continued)

(i) Assessment of impairment of non-financial assets (excluding goodwill)

Recoverable amount is measured at the higher of the fair value less cost to sell for that asset and its value-in-use ('VIU'). The VIU is the net present value of the projected future cash flows derived from the cash generating units discounted at an appropriate discount rate. Projected future cash flows are estimates made based on historical, sector and industry trends, general market and economic conditions, changes in technology and other available information.

Projected future cash flows are based on Group's judgement in terms of assessing future uncertain parameters such as estimated revenue growth, operating costs, margins, future inflationary figures, appropriate discount rates and other available information. These judgements are based on the historical track record and expectations of future events that are believed to be reasonable under the current circumstances.

(ii) Contingent liabilities

The Group has several material pending legal cases which are disclosed in Note 43 to the financial statements. The Directors, based on legal advice, have taken certain positions as to whether there will be any future liabilities arising from these legal proceedings.

(iii) Deferred tax assets

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. This involves judgements regarding the future financial performance of the particular entity in which the deferred tax asset has been recognised.

(iv) Estimation of income taxes

Income taxes are estimated based on the rules governed under the Income Tax Act, 1967. Significant judgement is required in determining the capital allowances and deductibility of certain expenses during the estimation of the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business.

Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the financial year in which such determination is made.

(b) Critical judgements in applying the Group's accounting policies

There are no critical judgements made in applying the Group's accounting policies.

Notes to the Financial Statements

for the financial year ended 31 December 2013

1 GENERAL INFORMATION

The principal activities of the Company are investment holding and the provision of procurement services for its subsidiaries.

The principal activities of the Group consist of investment holding, commercial television and radio broadcasting, publishing, editorial services, sale of newspapers, provision of internet based on-line services, general media advertising, provision of advertising space and related production works, sale of programme rights, sale of videos, cable and laser rights, content production, property management services, procurement services and other industry related services.

There have been no significant changes in the nature of these activities during the financial year.

The principal activities of the subsidiaries and associates are set out in Note 26 and Note 27 to the financial statements respectively.

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the Main Board of the Bursa Malaysia Securities Berhad ("Bursa Malaysia").

The address of the registered office and principal place of business of the Company is as follows:

Balai Berita Anjung Riong
No. 31 Jalan Riong, Bangsar
59100 Kuala Lumpur

2 REVENUE

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Advertising revenue	**1,432,654**	1,408,400	**–**	–
Newspaper sales	**262,101**	270,871	**–**	–
Sale of programmes, videos, cable and laser rights, and media revenue	**20,310**	13,682	**–**	–
Fees from provision of production services and sponsorship	**7,315**	4,390	**–**	–
Fees from provision of procurement services	**–**	–	**3,487**	4,540
Rental income from investment properties	**563**	502	**–**	–
Dividends from subsidiaries	**–**	–	**264,951**	159,574
	1,722,943	1,697,845	**268,438**	164,114

3 SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the senior management and the Board of Directors (chief operating decision-maker) that are used to make strategic decisions.

The chief operating decision-maker considers the business primarily from a product perspective as the activities of the Group is predominantly domestic based.

The reportable operating segments derive their revenue primarily from commercial television and radio broadcasting, media advertising, digital media, sale of program rights, provision of outdoor advertising space and related production works and publishing and sale of newspapers.

Other services include content creation, talent management and music recording. The results of these operations are included in the 'corporate and others' column.

The chief operating decision-maker assesses the performance of the operating segments, before its respective tax charged or tax credits, based on a measure of Earnings Before Interest, Taxation, Depreciation and Amortisation ("EBITDA"). Since the chief operating decision-maker reviews EBITDA, the share of associates' profits and the results of discontinued operations are not included in the measure of EBITDA.

The chief operating decision-maker assesses the assets and liabilities of the operations on a Group basis whereby the TV Networks, Radio Networks, Outdoor Media, Digital Media and Print Media makes up individual segments. Within each segment, a significant portion of the assets and operations are based on shared resources basis i.e. centralised Group treasury, procurement, corporate finance, engineering, information system, human resource and other support services. Consequently, no segmental analysis is done.

3 SEGMENT INFORMATION (CONTINUED)

The segment information provided to the chief operating decision-maker for the reportable segments is as follows:

2013	Television Networks RM'000	Radio Networks RM'000	Outdoor Media RM'000	Print Media RM'000	Digital Media RM'000	#Corporate and Others RM'000	Elimination RM'000	Total RM'000
Revenue from external customers	727,769	72,889	156,962	710,898	30,351	24,074	–	1,722,943
Royalties	(2,490)	(366)	–	–	–	(14)	–	(2,870)
	725,279	72,523	156,962	710,898	30,351	24,060	–	1,720,073
Dividends from subsidiaries	40,200	–	–	–	–	264,951	(305,151)	–
Inter-segment revenue	4,302	45	6,135	2,309	–	18,167	(30,958)	–
	769,781	72,568	163,097	713,207	30,351	307,178	(336,109)	1,720,073
EBITDA	219,701	38,226	54,997	110,687	(3,573)	247,247	(259,122)	408,163
Depreciation and amortisation	(38,908)	(1,864)	(9,282)	(46,234)	(1,549)	(346)	(2,984)	(101,167)
Interest expense	(437)	–	–	(1,142)	–	(24,674)	–	(26,253)
Income tax expense	(42,212)	(4,245)	(12,081)	(16,371)	–	(30,277)	31,621	(73,565)
Share of profit from associates	–	–	–	9,238	–	–	–	9,238
Reportable segment profit after tax before allocation to non-controlling interest	138,144	32,117	33,634	56,178	(5,122)	191,950	(230,485)	216,416

These items are predominantly (more than 90%) relating to the Company for which, the financial information is disclosed separately on the face of the financial statements as well as the Notes to the financial statements.

3 SEGMENT INFORMATION (CONTINUED)

The segment information provided to the chief operating decision-maker for the reportable segments is as follows:

2012	Television Networks RM'000	Radio Networks RM'000	Outdoor Media RM'000	Print Media RM'000	Digital Media RM'000	#Corporate and Others RM'000	Elimi-nation RM'000	Continuing operations RM'000	Sub-sidiaries held for sale RM'000	Total RM'000
Revenue from external customers	712,172	62,902	152,096	731,142	22,509	17,024	–	1,697,845	–	1,697,845
Royalties	(3,532)	(315)	–	–	–	–	–	(3,847)	–	(3,847)
	708,640	62,587	152,096	731,142	22,509	17,024	–	1,693,998	–	1,693,998
Dividends from subsidiaries	40,049	–	–	–	–	159,574	(199,623)	–	–	–
Inter-segment revenue	5,313	–	4,632	1,514	–	19,049	(30,508)	–	–	–
	754,002	62,587	156,728	732,656	22,509	195,647	(230,131)	1,693,998	–	1,693,998
EBITDA	238,573	28,238	50,906	123,750	(1,873)	130,683	(165,434)	404,843	–	404,843
Depreciation and amortisation	(41,641)	(1,726)	(7,986)	(44,597)	(1,552)	(1,061)	(3,810)	(102,373)	–	(102,373)
Interest expense	(852)	–	–	(2,504)	–	(24,095)	–	(27,451)	–	(27,451)
Income tax expense	(40,181)	(3,328)	(11,014)	(20,987)	–	(31,555)	35,098	(71,967)	–	(71,967)
Share of profit from associates	–	–	–	7,926	–	–	–	7,926	–	7,926
Gains from subsidiaries held for sale	–	–	–	–	–	–	–	–	334	334
Reportable segment profit after tax before allocation to non-controlling interest	155,899	23,184	31,906	63,588	(3,425)	73,972	(134,146)	210,978	334	211,312

These items are predominantly (more than 90%) relating to the Company for which, the financial information is disclosed separately on the face of the financial statements as well as the Notes to the financial statements.

The revenue from external parties reported to the chief operating decision-maker is measured in a manner consistent with that in the profit or loss.

4 FINANCE INCOME AND COST

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Finance income:				
– Interest income	**(15,322)**	(9,141)	**(12,139)**	(5,002)
	(15,322)	(9,141)	**(12,139)**	(5,002)
Finance cost:				
Interest expenses on				
– Bankers acceptance	**721**	–	**–**	–
– Revolving credit	**421**	2,504	**–**	–
– Bank Guaranteed Medium Term Notes	**–**	3,635	**–**	3,635
– Commercial Paper Medium Term Notes	**13,104**	144	**13,104**	144
– Redeemable Fixed Rate Bonds	**9,470**	9,140	**9,470**	9,140
– Term loans and bridging loan	**2,100**	10,133	**2,100**	10,133
– Hire purchase	**437**	860	**–**	–
Bank guarantee fee	**–**	1,035	**–**	1,035
	26,253	27,451	**24,674**	24,087
Net finance cost	**10,931**	18,310	**12,535**	19,085

5 EMPLOYEE BENEFITS COSTS

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Wages, salaries and bonus	**360,650**	363,116	**21,228**	22,089
Defined contribution retirement plan	**53,207**	49,385	**3,782**	2,958
Other employee benefits	**32,485**	43,189	**1,031**	5,077
	446,342	455,690	**26,041**	30,124

6 PROFIT FROM CONTINUING OPERATIONS

Profit from continuing operations is stated after charging/(crediting):

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Royalties	**2,870**	3,847	**–**	–
Auditors' remuneration:				
– statutory audit	**1,400**	1,400	**65**	65
– audit related services	**–**	–	**–**	–
– other services	**24**	234	**16**	234
– tax services	**357**	357	**18**	18
Gain on disposal of property, plant and equipment	**(459)**	(742)	**–**	–
Gain on disposal of investment properties	**(640)**	(1,500)	**–**	–
Rental income from equipment	**(2,466)**	(2,227)	**–**	–
Rental income from premises	**(146)**	(482)	**–**	–
Gross dividends from:				
– Quoted shares in Malaysia	**–**	(27)	**–**	–
– Property and unit trusts	**–**	(34)	**–**	–
– Associates	**(8,640)**	–	**–**	–
Net exchange gain:				
– Realised	**(107)**	(1,292)	**–**	(85)
– Unrealised	**–**	(43)	**–**	–
Write back of long outstanding accruals	**(712)**	(3,049)	**–**	–

7 DIRECTORS' REMUNERATION

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Non-executive Directors:				
– Fees	**884**	885	**442**	435
– Allowances	**602**	548	**339**	287
– Defined contribution retirement plan	**92**	74	**51**	37
– Other remuneration	**186**	247	**186**	247
Executive Directors:				
– Basic salaries and bonus	**2,871**	3,271	**2,252**	2,193
– Allowances	**268**	388	**215**	218
– Defined contribution retirement plan	**538**	634	**435**	418
	5,441	6,047	**3,920**	3,835
Estimated monetary value of benefits-in-kind	**213**	71	**78**	17

7 DIRECTORS' REMUNERATION (CONTINUED)

Executive Directors of the Company have been granted options under the ESOS on the same terms and conditions as those offered to other employees of the Group (see Note 12) as follows:

			Number of options over ordinary shares of RM1.00 each				
	Grant date	Expiry date	Exercise price RM/ share	At 1 January '000	Granted '000	Exercised '000	At 31 December '000
Financial year ended 31 December 2013	**31 May 2010**	**13 May 2015**	**1.80**	**430***	**–**	**(430)**	**–**
Financial year ended 31 December 2012	31 May 2010	13 May 2015	1.80	790	–	(160)	630

	Group and Company	
	2013 '000	2012 '000
Number of share options vested at statement of financial position date	**–**	630

* Exclude director who has retired during the financial year.

8 TAXATION

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Current tax:				
– Current financial year	**57,478**	52,152	**29,667**	29,680
– Under/(over) accrual in prior financial years	**6,621**	(4,828)	**(35)**	1,875
	64,099	47,324	**29,632**	31,555
Deferred tax:				
– Origination and reversal of temporary differences (Note 23)	**9,466**	24,643	**–**	–
	73,565	71,967	**29,632**	31,555

8 TAXATION (CONTINUED)

Income tax is calculated at the statutory tax rate of 25% (2012: 25%) of the estimated assessable profit for the financial year.

The explanation of the relationship between taxation and profit before taxation is as follows:

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Profit before taxation	**289,981**	282,945	**223,355**	108,301
Tax calculated at the Malaysian corporate income tax rate of 25% (2012: 25%)	**72,495**	70,736	**55,839**	27,075
Tax effects of:				
– expenses not deductible for tax purpose	**2,678**	7,208	**356**	2,347
– income not subject to tax	**(18)**	(499)	**(34,250)**	(6,500)
– temporary differences and unutilised tax losses not recognised as deferred tax	**185**	3,025	**531**	1,763
– temporary differences in respect of previous years	**(5,727)**	(1,350)	**–**	–
– share of results of an associate	**(2,310)**	(1,982)	**–**	–
– expenses eligible for double reduction	**(359)**	(343)	**–**	–
– under/(over) accruals of taxation in prior financial years	**6,621**	(4,828)	**(35)**	1,875
– utilisation of Group tax relief	**–**	–	**7,191**	4,995
Taxation	**73,565**	71,967	**29,632**	31,555

Included in income tax expense of the Group are tax savings amounting to RM9,757,978 (2012: RM6,585,157) from utilisation of group reliefs.

There is no tax charge/credit relating to components of 'other comprehensive income'.

9 EARNINGS PER SHARE

(a) Basic earnings per share

The basic earnings per share is calculated by dividing the net profit for the financial year from continuing operations, net losses from subsidiary held for sale and net profit for the financial year by the weighted average number of ordinary shares in issue during the financial year.

		Group	
		2013	**2012**
Net profit from continuing operations attributable to owners of the Parent	(RM'000)	**214,165**	208,978
Net gain from subsidiaries held for sale attributable to owners of the Parent	(RM'000)	**–**	334
Net profit for the financial year attributable to owners of the Parent	(RM'000)	**214,165**	209,312
Weighted average number of ordinary shares in issue	('000)	**1,091,669**	1,076,324
Basic earnings per share for:			
Net profit from continuing operations attributable to owners of the Parent	(Sen)	**19.62**	19.42
Net gain from subsidiaries held for sale attributable to owners of the Parent	(Sen)	**–**	0.03
Net profit for the financial year attributable to owners of the Parent	(Sen)	**19.62**	19.45

(b) Diluted earnings per share

For the diluted earnings per share calculation, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares.

In respect of share options granted to employees or warrants, a calculation is done to determine the number of shares that could have been acquired at fair value (determined as the annual average share price of the Company's shares) based on the monetary value of the subscription rights attached to outstanding share options or warrants. The number of shares calculated is compared with the number of shares that would have been issued assuming the exercise of the share options or warrants. The difference is added to the denominator as an issue of ordinary shares for no consideration. This calculation serves to determine the "bonus" element to the ordinary shares outstanding for the purpose of computing the dilution. No adjustment is made to net profit for the financial year for the share options and warrants calculation.

9 EARNINGS PER SHARE (CONTINUED)

(b) Diluted earnings per share (continued)

		Group	
		2013	**2012**
Weighted average number of ordinary shares in issue	('000)	**1,091,669**	1,076,324
Adjustments for:			
Warrants	('000)	**21,837**	59,601
ESOS	('000)	**2,925**	4,182
Weighted average number of ordinary shares for purposes of computing diluted earnings per share	('000)	**1,116,431**	1,140,107
Diluted earnings per share for:			
Net profit from continuing operations attributable to owners of the Parent	(Sen)	**19.18**	18.33
Net gain from subsidiaries held for sale attributable to owners of the Parent	(Sen)	**–**	0.03
Net profit for the financial year attributable to owners of the Parent	(Sen)	**19.18**	18.36

10 DIVIDENDS

	Group and Company			
	2013		**2012**	
	Gross dividend per share Sen	**Amount of net dividend RM'000**	**Gross dividend per share Sen**	**Amount of net dividend RM'000**
Final single tier dividend for the previous financial year	**7.0**	**76,562***	5.0	53,922
First interim single tier dividend	**3.0**	**32,928**	3.0	32,370
Second interim single tier dividend	**3.0**	**33,013**	3.0	32,389
	13.0	**142,503**	11.0	118,681

* Paid during the financial year

The Board of Directors declared a third interim single tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013, to be paid on 28 March 2014 to shareholders whose names appear in the Record of Depositors at the close of business on 10 March 2014.

At the forthcoming Annual General Meeting of the Company, a final single tier dividend of 5.0 sen per ordinary share in respect of the financial year ended 31 December 2013 will be proposed for shareholders' approval. This final dividend will be accrued as a liability in the financial year ended 31 December 2014 when approved by the shareholders.

11 SHARE CAPITAL

	Note	Group and Company 2013 RM'000	2012 RM'000
Ordinary shares of RM1.00 each:			
Authorised			
At 1 January/At 31 December		**2,000,000**	2,000,000
Issued and fully paid			
At 1 January		**1,079,692**	1,068,151
Issuance of shares arising from:			
– Exercise of warrants	(a)	**13,395**	6,984
– Exercise of ESOS	(b)	**7,442**	4,557
At 31 December		**1,100,529**	1,079,692

During the financial year, the Company increased its issued and fully paid share capital from RM1,079,691,548 to RM1,100,529,407 by way of the issuance of:

(a) 13,395,302 (2012: 6,984,498) ordinary shares of RM1.00 each pursuant to the exercise of the Company's warrants at exercise price of RM1.80 per warrant (2012: RM1.80). The premium arising from the exercise of warrants of RM12,686,335 (2012: RM6,635,273) has been credited to the Share Premium reserve.

(b) 7,442,557 (2012: 4,555,919) ordinary shares of RM1.00 each pursuant to the exercise of the Company's Employee Share Option Scheme ("ESOS") at exercise prices of RM1.80, RM1.98 and RM2.10 (2012: RM1.80, RM1.98 and RM2.10) per option. The premium arising from the exercise of ESOS of RM9,187,596 (2012: RM5,574,249) has been credited to the Share Premium reserve.

The new ordinary shares issued during the financial year ranked pari passu in all respects with the existing ordinary shares of the Company.

12 SHARE-BASED PAYMENTS

Employees' Share Option Scheme ("ESOS")

On 15 April 2010, the Company's shareholders has approved an ESOS which became effective on 14 May 2010 for a period of five (5) years, set to expire in 13 May 2015 ("2010 MPB ESOS").

The main features of the 2010 MPB ESOS are:

(i) The total number of ordinary shares to be issued by the Company under the ESOS as approved by the Securities Commission shall not exceed ten per centum (10%) of the total issued and paid-up share capital of the Company at any one time during the existence of the ESOS.

(ii) The options granted may be exercised at any time within the option period whilst the Grantee is employed by a corporation in the Group.

12 SHARE-BASED PAYMENTS (CONTINUED)

Employees' Share Option Scheme ("ESOS") (continued)

(iii) The exercise price is at a discount of 10% from the weighted average market price of the shares for the five (5) market days immediately preceding the respective dates of offer of the options or the par value of the shares of the Company of RM1.00, whichever is higher.

(iv) Options granted under the ESOS carry no dividend or voting rights. Upon exercise of the options, shares issued rank pari passu in all respects with the existing ordinary shares of the Company.

(v) The persons to whom the options have been granted have no right to participate by virtue of the options in any share issue of any other company.

Set out below are details of options over ordinary shares of the Company granted under the ESOS:

			Number of options over ordinary shares of RM1.00 each				
Grant date	**Expiry date**	**Exercise price RM/ share**	**At 1 January '000**	**Exercised '000**	**Can-celled/ Lapsed '000**	**At 31 December '000**	**Fair value of options RM'000**
Financial year ended 31 December 2013							
16 December 2010	**13 May 2015**	**2.10**	**222**	**(142)**	**–**	**80**	**33**
18 November 2010	**13 May 2015**	**1.98**	**556**	**(381)**	**–**	**175**	**89**
31 May 2010	**13 May 2015**	**1.80**	**13,930**	**(6,919)**	**(73)**	**6,938**	**4,440**
			14,708	**(7,442)**	**(73)**	**7,193**	**4,562**
Financial year ended 31 December 2012							
16 December 2010	13 May 2015	2.10	262	(40)	–	222	142
18 November 2010	13 May 2015	1.98	707	(145)	(6)	556	284
31 May 2010	13 May 2015	1.80	18,527	(4,372)	(225)	13,930	5,711
			19,496	(4,557)	(231)	14,708	6,137

12 SHARE-BASED PAYMENTS (CONTINUED)

	2013 '000	2012 '000
Number of options over ordinary shares vested, as at the end of the financial year	**7,193**	14,708

The fair value of the ESOS granted in which MFRS 2 "Share-based payment" were applied, were determined using the Trinomial Valuation model. The significant inputs in the model were as follows:

	2010 MPB Options 31 May 2010	2010 MPB Options 18 November 2010	2010 MPB Options 16 December 2010
Fair value per option (RM)	0.41	0.51	0.64
Exercise price	1.80	1.98	2.10
Option life (number of days to expiry from date of issuance)	1,808 days	1,637 days	1,609 days
Weighted average share price at grant date	2.07	2.33	2.60
Expected dividend yield	5.77%	5.77%	5.77%
Risk free interest rates (Yield of Malaysian Government Securities)	3.11%	3.11%	3.04%
Expected volatility	24.54%	22.35%	22.14%
MPB share historical volatility period:			
From	60 days to 9 July 2010	May 2010	May 2010
To		December 2010	December 2010

13 SHARE PREMIUM

		Group and Company	
	Note	2013 RM'000	2012 RM'000
At 1 January		**385,162**	372,953
Arising from:			
– Exercise of warrants	11(a)	**12,687**	6,635
– Exercise of ESOS	11(b)	**9,188**	5,574
At 31 December		**407,037**	385,162

14 OTHER RESERVES

Group

2013	Revaluation reserve RM'000	Capital redemption reserve RM'000	Warrants reserve RM'000	Share option reserve RM'000	Available for-sale reserve RM'000	Total RM'000
1 January 2013	52,276	–	12,578	6,137	1,753	72,744
Reclassification	(52,276)	–	–	–	–	(52,276)
Cancellation of ESOS	–	–	–	(30)	–	(30)
Exercise of ESOS	–	–	–	(3,123)	–	(3,123)
Revaluation of available-for-sale financial assets	–	–	–	–	(142)	(142)
Exercise of warrants	–	–	(1,970)	–	–	(1,970)
Redemption of redeemable preference shares	–	500	–	–	–	500
At 31 December 2013	–	500	10,608	2,984	1,611	15,703

Group

2012	Revaluation reserve RM'000	Exchange fluctuation reserve RM'000	Warrants reserve RM'000	Share option reserve RM'000	Available for-sale reserve RM'000	Total RM'000
At 1 January 2012	52,276	8,471	13,625	8,124	648	83,144
Cancellation of ESOS	–	–	–	(95)	–	(95)
Exercise of ESOS	–	–	–	(1,892)	–	(1,892)
Revaluation of available-for-sale financial assets	–	–	–	–	1,174	1,174
Exercise of warrants	–	–	(1,047)	–	–	(1,047)
Reclassification adjustment for gain included in profit or loss	–	(8,471)	–	–	(69)	(8,540)
At 31 December 2012	52,276	–	12,578	6,137	1,753	72,744

Revaluation reserves amounting to RM52.3 million (2012: RM52.3 million) are due to revaluation made on acquisition of a subsidiary. The amount has been reclassified to retained earnings during the financial year.

14 OTHER RESERVES (CONTINUED)

Company 2013	Warrants reserve RM'000	Share option reserve RM'000	Total RM'000
At 1 January 2013	**12,578**	**6,137**	**18,715**
Cancellation of ESOS	**–**	**(30)**	**(30)**
Exercise of ESOS	**–**	**(3,123)**	**(3,123)**
Exercise of warrants	**(1,970)**	**–**	**(1,970)**
At 31 December 2013	**10,608**	**2,984**	**13,592**
2012			
At 1 January 2012	13,625	8,124	21,749
Cancellation of ESOS	–	(95)	(95)
Exercise of ESOS	–	(1,892)	(1,892)
Exercise of warrants	(1,047)	–	(1,047)
At 31 December 2012	12,578	6,137	18,715

15 RETAINED EARNINGS

Under the single-tier tax system which comes into effect from the year of assessment 2008, companies are not required to have tax credits under Section 108 of the Income Tax Act, 1967 for dividend payment purposes. Dividends paid under this system are tax exempt in the hands of shareholders.

Companies with Section 108 credits as at 31 December 2013 may continue to pay franked dividends until the Section 108 credits are exhausted or 31 December 2013, whichever is earlier, unless they opt to disregard the Section 108 credits to pay single-tier dividends under the special transitional provisions of the Finance Act, 2007.

As at 31 December 2013, the Company's Section 108 balance has been disregarded. The Company has now moved to the single-tier system to replace the imputation system. Therefore, the retained profits of RM146.3 million as at 31 December 2013 can be distributed as single-tier dividend. The dividend received by the shareholders will be exempted from tax in Malaysia in the hands of shareholders.

16 DEBT INSTRUMENTS

	Group and Company	
	2013 RM'000	2012 RM'000
Commercial Papers Medium Term Notes ("CPMTN") (Note (i))	**300,036**	300,144
Redeemable Fixed Rate Bonds (Note (ii))	**150,418**	148,353
	450,454	448,497

(i) Commercial Papers Medium Term Notes ("CPMTN")

	Group and Company	
	2013 RM'000	2012 RM'000
Non-current:		
5-year 4.38% CPMTN (unsecured)	**300,036**	300,144

During the previous financial year, the Company undertook a 7-year Commercial Paper Medium Term Notes ("CPMTN") programme of up to RM500.0 million in nominal value.

The CPMTN Programme was constituted by a Trust Deed and a Programme Agreement, both dated 13 December 2012. As at 31 December 2013, the Group has issued MTNs in the nominal value of RM300.0 million.

The principal terms of the CPMTN are as follows:

(a) Issuance of CP and/or MTN of up to an aggregate limit of RM500.0 million in nominal value. The tenure of the CP/MTN Programme shall be up to seven (7) years from the date of the first issue;

(b) The CP will be issued on a zero coupon basis. In respect of coupon bearing MTN, the coupon rate is to be determined prior to the issue date of each issue;

(c) The CPMTN Programme shall have an availability period of up to seven (7) years from the date of first issuance of CP or MTN under the CPMTN Programme;

(d) The proceeds of the CPMTN Programme shall be utilised for investments, capital expenditure, working capital requirements and/or general corporate purposes of the Group. The capital expenditure of the Group will include, among others, investment in new media platforms and investment in connection with digital television broadcasting; and

(e) The interest on the MTN of RM300.0 million is 4.38% per annum, payable semi-annually in arrears, calculated on the basis of the actual number of days of 365 days with the last payment of interest to be made on the maturity date of the MTN. The tenure of the MTN of RM300.0 million is 5 years from the date of issue of 28 December 2012.

16 DEBT INSTRUMENTS (CONTINUED)

(ii) Redeemable Fixed Rate Bonds ("RFRB")

	Group and Company	
	2013	2012
	RM'000	RM'000
Non-current:		
5-year 4.95% RFRB	**150,418**	148,353

On 23 March 2010, the Company issued RM150,000,000 nominal 5-year, 4.95% coupon rate, 6.5% yield to maturity, RFRB with RM50,000,000 detachable warrants (Note 17). The RFRB is constituted by a Subscription Agreement dated 23 February 2010.

The fair value of the liability component, included in non-current borrowings, was calculated using a market interest rate for an equivalent bond with no warrants attached. The residual amount, representing the value of the equity conversion option, is included in shareholders' equity in other reserves representing fair value of the warrants (Note 17).

The principal terms of the RFRB are as follows:

(a) The coupon on the RFRB will accrue at 4.95% per annum based on the face value and shall be payable semi-annually in arrears, calculated on the basis of the actual number of days elapsed in a year;

(b) The tenure of the RFRB is five (5) years from the date of issue; and

(c) The bonds shall be redeemed at nominal value on the 5th anniversary of issuance date in cash which will be settled through the Real Time Electronic Transfer of Funds and Securities (RENTAS) system of Bank Negara Malaysia.

17 WARRANTS

Pursuant to the acquisition of The New Straits Times Press (Malaysia) Berhad ("NSTP") in 2009, warrants of the Company were offered for free as part of the purchase consideration to acquire the remaining NSTP ordinary shares not owned by the Company ("Consideration Warrant"). The Company had also issued Bonus Warrants to existing shareholders of the Company ("Bonus Warrant"). The Consideration and Bonus Warrants were constituted by a Deed Poll dated 17 December 2009.

The principal terms of the Consideration and Bonus Warrants (collectively known as "warrants") are as follows:

(a) The exercise price of the warrants is fixed at RM1.80 per warrant;

(b) The warrants may be exercised at any time on or before the maturity date, 31 December 2014, falling five (5) years from the date of issue of the first (1st) tranche of warrants which was on 31 December 2009. Unexercised warrants after the exercise period will thereafter lapse and cease to be valid;

17 WARRANTS (CONTINUED)

(c) The warrants will rank pari passu without any preference or priority among themselves including in an event of liquidation; and

(d) The warrants are listed on Bursa Malaysia.

In 2010, the Company issued 50,000,000 warrants to investors as part of the issuance of RFRB (Note 16(ii)). The principal terms of the newly issued warrants are as disclosed above.

As at 31 December 2013, the Company had issued 48,240,412 warrants (2012: 48,240,412 warrants).

18 INTEREST BEARING BANK BORROWINGS

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Current:				
Unsecured				
Term loans	–	187,000	–	187,000
Revolving credit	**10,000**	12,000	–	–
Banker's acceptance	**35,098**	26,940	–	–
Total	**45,098**	225,940	–	187,000

Available credit facilities of the Group as at 31 December 2013 amounts to RM460 million (2012: RM516.56 million). The above borrowings are denominated in Ringgit Malaysia.

The weighted average effective interest rates applicable to the Group and the Company are as follows:

	Group		Company	
	2013 %	2012 %	2013 %	2012 %
As at the financial year end				
Term loans	–	5.10	–	5.10
Revolving credit	**3.80**	3.83	–	–
Bankers' acceptance	**3.35**	3.39	–	–

19 FINANCIAL INSTRUMENTS BY CATEGORY

Group	Loans and receivables RM'000	Assets designated at fair value through profit and loss RM'000	Assets designated as available-for-sale RM'000	Total RM'000
Financial Assets				
31 December 2013				
Trade and other receivables excluding prepayments	**340,079**	**–**	**–**	**340,079**
Deposit, cash and bank balances	**618,390**	**–**	**–**	**618,390**
Financial assets at fair value through profit or loss	**–**	**90**	**–**	**90**
Available-for-sale financial asset	**–**	**–**	**2,325**	**2,325**
Total	**958,469**	**90**	**2,325**	**960,884**
31 December 2012				
Trade and other receivables excluding prepayments	380,144	–	–	380,144
Deposit, cash and bank balances	682,378	–	–	682,378
Financial assets at fair value through profit or loss	–	90	–	90
Available-for-sale financial asset	–	–	2,525	2,525
Total	1,062,522	90	2,525	1,065,137

19 FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

Group	Other financial liabilities at amortised cost RM'000	Total RM'000
Financial Liabilities		
31 December 2013		
Trade and other payables excluding statutory liabilities	**311,874**	**311,874**
Interest bearing bank borrowings:		
– Bankers' acceptance	**35,098**	**35,098**
– Revolving credit	**10,000**	**10,000**
Redeemable fixed rate bonds	**150,418**	**150,418**
Commercial paper medium term notes	**300,036**	**300,036**
Amount due to an associate	**2,176**	**2,176**
Total	**809,602**	**809,602**
31 December 2012		
Trade and other payables excluding statutory liabilities	265,590	265,590
Interest bearing bank borrowings:		
– Term loans	187,000	187,000
– Bankers' acceptance	26,940	26,940
– Revolving credit	12,000	12,000
Redeemable fixed rate bonds	148,353	148,353
Commercial paper medium term notes	300,144	300,144
Amount due to an associate	3,613	3,613
Total	943,640	943,640

19 FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

Company	2013 RM'000	2012 RM'000
Financial Assets classified as Loans and Receivables		
Trade and other receivables excluding prepayments	**199**	2,503
Deposit, cash and bank balances	**298,668**	468,443
Amounts due from subsidiaries	**177,403**	52,819
Total	**476,270**	523,765
Financial Liabilities classified as Other Financial Liabilities at amortised cost		
Trade and other payables excluding statutory liabilities	**12,449**	14,546
Interest-bearing bank borrowings:		
– Term loans	**–**	187,000
Redeemable fixed rate bonds	**150,418**	148,353
Commercial Papers Medium Term Notes	**300,036**	300,144
Amounts due to subsidiaries	**18,264**	13,857
Total	**481,167**	663,900

20 CREDIT QUALITY OF FINANCIAL ASSETS

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:

Group

	2013 RM'000	2012 RM'000
Trade receivables		
Counterparties with external credit rating (RAM)	**–**	–
Counterparties without external credit rating		
Group 1	**15,231**	7,596
Group 2	**301,838**	355,808
Total unimpaired trade receivables	**317,069**	363,404

Group 1 – new customers (less than 6 months).
Group 2 – existing customers (more than 6 months) with no defaults in the past.

None of the financial assets that are fully performing has been renegotiated in the last year.

20 CREDIT QUALITY OF FINANCIAL ASSETS (CONTINUED)

	2013 RM'000	2012 RM'000
Cash at bank and short-term bank deposits		
AAA/P1	**524,189**	511,237
AA3/P1	**–**	38,894
AA2/P1	**4,007**	2,020
AA/P1	**1,034**	–
A2/P1	**26,698**	10,402
A1/P1	**62,357**	119,503
A	**60**	–
Unrated (petty cash)	**45**	322
	618,390	682,378

Company	2013 RM'000	2012 RM'000
Cash at bank and short-term bank deposits		
AAA/P1	**228,094**	383,175
AA3/P1	**–**	6,450
AA2/P1	**2,007**	–
A2/P1	**26,698**	10,010
A1/P1	**41,869**	68,808
	298,668	468,443

21 HIRE-PURCHASE AND LEASE CREDITORS

This represents future instalments under hire-purchase and lease agreements, repayable as follows:

	Group	
	2013	**2012**
	RM'000	**RM'000**
Finance lease liabilities:		
Minimum lease payments:		
– not later than 1 year	**2,719**	4,944
– later than 1 year and not later than 5 years	**1,327**	4,042
	4,046	8,986
Future finance charges on finance leases	**(232)**	(677)
Present value of finance lease liabilities	**3,814**	8,309
Present value of finance lease liabilities:		
– not later than 1 year	**2,498**	4,495
– later than 1 year and not later than 5 years	**1,316**	3,814
	3,814	8,309
Analysed as:		
Due within 1 year (Note 22)	**2,498**	4,495
Due after 1 year	**1,316**	3,814
	3,814	8,309

Finance lease liabilities are effectively secured as the rights to the leased assets revert to the lessors in the event of default. The finance lease liabilities contain covenants which require a subsidiary to maintain minimum debt service ratio.

As at 31 December 2013, the weighted average effective interest rate applicable to the lease liabilities as at the financial year end is 3.98% (2012: 3.98%) per annum and interest for the financial year is fixed at 4.00% (2012: 3.70%) per annum for the Group. The entire balance is denominated in Ringgit Malaysia.

22 TRADE AND OTHER PAYABLES

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Non-current:				
Other payables	–	279	–	–
Current:				
Trade payables	**58,950**	59,800	–	–
Programme rights payables	**7,684**	8,661	**583**	1,694
	66,634	68,461	**583**	1,694
Trade and other accruals	**237,622**	218,270	**12,148**	13,466
Other payables	**50,624**	46,395	**357**	1,069
Hire-purchase and lease creditors (Note 21)	**2,498**	4,495	–	–
Deferred income	**6,638**	5,151	–	–
Charity or donor funds	–	1,784	–	–
Dividends payable	**596**	149	–	–
	364,612	344,705	**13,088**	16,229
	364,612	344,984	**13,088**	16,229

The currency profile of trade payables and programme rights payables is as follows:

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Ringgit Malaysia	**66,286**	59,244	**583**	360
US Dollar	**348**	9,027	–	1,334
Others	–	190	–	–
	66,634	68,461	**583**	1,694

Credit terms of trade payables range from no credit to 90 days (2012: 90 days).

Deferred income represent rental charges in advance based on the relevant rental contract and advance payments received from customers on contract that have yet to be completed.

23 DEFERRED TAXATION

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 statement of financial position:

	Group	
	2013	2012
	RM'000	RM'000
Deferred tax assets		
– To be recovered after more than 12 months	**56,522**	74,980
– To be recovered within 12 months	**27,988**	22,973
	84,510	97,953
Deferred tax liabilities		
– To be recovered after more than 12 months	**(66,320)**	(70,297)
– To be recovered within 12 months	**–**	–
	(66,320)	(70,297)

The movement during the financial year relating to deferred tax is as follows:

	Group	
	2013	2012
	RM'000	RM'000
At 1 January	**27,656**	52,299
Credited/(charged) to profit or loss (Note 8)		
– Property, plant and equipment	**2,780**	(11,277)
– Intangible assets		
– Programme, film rights and royalties	**–**	(4,977)
– Acquired concession rights	**986**	942
– Allowances and provisions	**4,314**	849
– Hire purchase creditors	**4,686**	(1,904)
– Unused tax losses	**(8,458)**	(2,189)
– Unutilised capital allowances	**(783)**	311
– Advance billings	**1,199**	56
– Reinvestment allowance	**(14,190)**	(6,454)
	(9,466)	(24,643)
At 31 December	**18,190**	27,656

23 DEFERRED TAXATION (CONTINUED)

	Group	
	2013 RM'000	2012 RM'000
Deferred tax assets (before offsetting)		
– Allowances and provisions	**13,861**	9,547
– Hire purchase creditors	**6,763**	2,077
– Unused tax losses	**31,197**	39,655
– Advance billings	**3,812**	2,613
– Unutilised capital allowances	**16,847**	17,630
– Reinvestment allowances	**80,088**	94,278
– Others	**8**	8
	152,576	165,808
Offsetting	**(68,066)**	(67,855)
Deferred tax assets (after offsetting)	**84,510**	97,953
Deferred tax liabilities (before offsetting)		
– Intangible assets	**(48,909)**	(49,895)
– Property, plant and equipment	**(85,477)**	(88,257)
	(134,386)	(138,152)
Offsetting	**68,066**	67,855
Deferred tax liabilities (after offsetting)	**(66,320)**	(70,297)

The amount of allowances, deductible temporary differences and unused tax losses (which have no expiry date) for which no deferred tax asset is recognised in the statement of financial position is as follows:

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Unused tax losses	**172,817**	174,086	**15,011**	12,923
Deductible temporary differences	**41,408**	39,399	**200**	139
	214,225	213,485	**15,211**	13,062
Deferred tax assets not recognised at 25%	**53,556**	53,371	**3,803**	3,266

The deductible temporary differences and unused tax losses are available indefinitely for offset against future taxable profits of the Group and Company, subject to agreement with the Inland Revenue Board. These tax benefits will only be obtained if the Group and Company derive future assessable income of a nature and amount sufficient for the tax benefits to be utilised. Deferred tax assets have not been recognised in respect of the tax losses and deductible temporary differences of certain entities within the Group as these entities have a history of losses or are dormant.

24 PROPERTY, PLANT AND EQUIPMENT

	Leasehold land RM'000	Freehold land at cost RM'000	Buildings at cost RM'000	Plant and machinery at cost RM'000	Broadcasting and transmission equipment at cost RM'000
Group					
2013					
Cost					
At 1.1.2013	17,456	95,278	309,623	699,721	649,387
Additions	–	–	–	9,624	44,741
Disposals	–	–	–	(32)	–
Write offs	–	–	–	–	–
Reclassification	–	–	–	–	869
At 31.12.2013	17,456	95,278	309,623	709,313	694,997
Accumulated depreciation					
At 1.1.2013	3,489	–	112,036	443,995	456,870
Charge for the financial year	457	–	7,407	22,177	31,627
Disposals	–	–	–	(7)	–
Write offs	–	–	–	–	–
At 31.12.2013	3,946	–	119,443	466,165	488,497
Accumulated impairment losses					
At 1.1.2013/At 31.12.2013	–	3,265	50,020	42,985	38,422
Net book value					
At 31.12.2013	13,510	92,013	140,160	200,163	168,078

Production equipment at cost RM'000	Office equipment, furniture and fittings at cost RM'000	Office renovations at cost RM'000	Motor vehicles at cost RM'000	Leasehold improvements at cost RM'000	Assets under construction at cost RM'000	Structures at cost RM'000	Total RM'000
1,358	327,329	30,951	21,714	30,808	4,691	124,228	2,312,544
–	13,182	10	1,667	215	31,581	4,556	105,576
–	(1,390)	–	(3,844)	–	–	(498)	(5,764)
–	(38)	(605)	–	–	–	(337)	(980)
–	25,666	–	–	–	(31,401)	4,866	–
1,358	364,749	30,356	19,537	31,023	4,871	132,815	2,411,376
1,251	243,337	28,092	16,556	28,869	–	89,113	1,423,608
43	22,763	793	1,815	1,377	–	7,484	95,943
–	(1,024)	–	(3,816)	–	–	(631)	(5,478)
–	(41)	(311)	–	–	–	(282)	(634)
1,294	265,035	28,574	14,555	30,246	–	95,684	1,513,439
–	3,975	–	910	–	–	382	139,959
64	95,739	1,782	4,072	777	4,871	36,749	757,978

24 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Leasehold land RM'000	Freehold land at cost RM'000	Buildings at cost RM'000	Plant and machinery at cost RM'000	Broadcasting and transmission equipment at cost RM'000
Group					
2012					
Cost					
At 1.1.2012	17,456	95,278	309,623	686,651	603,258
Additions	–	–	–	9,929	48,159
Disposals	–	–	–	(285)	(356)
Write offs	–	–	–	–	(2,929)
Reclassification	–	–	–	3,426	1,255
At 31.12.2012	17,456	95,278	309,623	699,721	649,387
Accumulated depreciation					
At 1.1.2012	3,032	–	104,617	422,447	430,542
Charge for the financial year	457	–	7,419	21,798	28,612
Disposals	–	–	–	(250)	(226)
Write offs	–	–	–	–	(2,058)
At 31.12.2012	3,489	–	112,036	443,995	456,870
Accumulated impairment losses					
At 1.1.2012/At 31.12.2012	–	3,265	50,020	42,985	38,422
Net book value					
At 31.12.2012	13,967	92,013	147,567	212,741	154,095

Production equipment at cost RM'000	Office equipment, furniture and fittings at cost RM'000	Office renovations at cost RM'000	Motor vehicles at cost RM'000	Leasehold improvements at cost RM'000	Assets under construction at cost RM'000	Structures at cost RM'000	Total RM'000
1,358	307,323	29,164	20,322	30,808	13,446	108,036	2,222,723
–	18,335	1,386	2,105	–	13,829	4,435	98,178
–	(2,283)	–	(821)	–	–	(119)	(3,864)
–	(58)	–	–	–	(77)	(1,429)	(4,493)
–	4,012	401	108	–	(22,507)	13,305	–
1,358	327,329	30,951	21,714	30,808	4,691	124,228	2,312,544
1,184	218,500	25,535	15,816	28,869	–	82,799	1,333,341
67	26,688	2,557	1,517	–	–	7,722	96,837
–	(1,808)	–	(777)	–	–	(97)	(3,158)
–	(43)	–	–	–	–	(1,311)	(3,412)
1,251	243,337	28,092	16,556	28,869	–	89,113	1,423,608
–	3,975	–	910	–	–	382	139,959
107	80,017	2,859	4,248	1,939	4,691	34,733	748,977

24 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Company	
	2013 RM'000	2012 RM'000
Office equipment, furniture & fittings		
Cost		
At 1 January	**3,687**	3,645
Additions	**33**	42
At 31 December	**3,720**	3,687
Accumulated depreciation		
At 1 January	**3,543**	3,321
Charge for the financial year	**36**	222
At 31 December	**3,579**	3,543
Net book value		
At 31 December	**141**	144

The value of property, plant and equipment of the Group includes the following assets acquired under hire-purchase and finance lease agreements:

	Cost RM'000	Accumulated depreciation RM'000	Net book value RM'000
Group			
2013			
Broadcasting, transmission and production equipment	**13,139**	**(7,525)**	**5,614**
Office equipment and furniture and fittings	**10,008**	**(10,008)**	**–**
	23,147	**(17,533)**	**5,614**
2012			
Broadcasting, transmission and production equipment	15,339	(7,146)	8,193
Office equipment and furniture and fittings	10,008	(10,008)	–
	25,347	(17,154)	8,193

25 INVESTMENT PROPERTIES

	Leasehold land at cost RM'000	Freehold land at cost RM'000	Buildings at cost RM'000	Cinema at cost RM'000	Total RM'000
Group					
Cost					
At 1 January 2013	16,386	11,612	60,936	2,382	91,316
Disposal	–	(717)	(3,450)	–	(4,167)
Reclass to Non-Current Asset Held for Sale	–	(291)	(1,828)	–	(2,119)
At 31 December 2013	16,386	10,604	55,658	2,382	85,030
Accumulated depreciation					
At 1 January 2013	4,934	–	9,876	699	15,509
Charge for the financial year	9	–	1,622	–	1,631
Disposal	–	–	(488)	–	(488)
Reclass to Non-Current Asset Held for Sale	–	–	(95)	–	(95)
At 31 December 2013	4,943	–	10,915	699	16,557
Accumulated impairment losses					
At 1 January/31 December 2013	1,457	1,101	9,510	1,683	13,751
Net book value					
At 31 December 2013	9,986	9,503	35,233	–	54,722

25 INVESTMENT PROPERTIES (CONTINUED)

	Leasehold land at cost RM'000	Freehold land at cost RM'000	Buildings at cost RM'000	Cinema cost RM'000	Total RM'000
Group					
Cost					
At 1 January 2012	16,386	11,612	65,153	2,382	95,533
Disposal	–	–	(4,217)	–	(4,217)
At 31 December 2012	16,386	11,612	60,936	2,382	91,316
Accumulated depreciation					
At 1 January 2012	4,808	–	9,115	699	14,622
Charge for the financial year	126	–	1,601	–	1,727
Disposal	–	–	(840)	–	(840)
At 31 December 2012	4,934	–	9,876	699	15,509
Accumulated impairment losses					
At 1 January 2012	1,457	1,101	11,463	1,683	15,704
Disposal	–	–	(1,953)	–	(1,953)
At 31 December 2012	1,457	1,101	9,510	1,683	13,751
Net book value					
At 31 December 2012	9,995	10,511	41,550	–	62,056

25 INVESTMENT PROPERTIES (CONTINUED)

The fair value of the properties was estimated at RM62.7 million (2012: RM66.3 million) based on valuations by independent professional valuers during the financial year. Valuations were based on current prices in an active market.

Direct operating expenses from investment properties that generated rental income of the Group during the financial year amounted to RM378,743 (2012: RM357,043).

Direct operating expenses from investment properties that did not generate rental income of the Group during the financial year amounted to RM132,659 (2012: RM562,301).

The titles to freehold and leasehold properties included in the investment properties for the Group at net book value of RM4.2 million (2012: RM4.3 million) are in the process of being transferred to the Group. Risks, rewards and effective titles to those properties have been passed to the Group upon unconditional completion of the acquisition of the properties. The Group has submitted the relevant documents to the authorities for transfer of legal titles to the Group and is awaiting the process and formalities of this transfer to be completed.

26 SUBSIDIARIES

	Company	
	2013 RM'000	**2012 RM'000**
Unquoted shares, at cost	**1,086,660**	1,086,660
Redeemable preference shares ("RPS")	**578,984**	628,984
	1,665,644	1,715,644

During the financial year, a subsidiary redeemed 50,000,000 of RPS of RM0.01 per share, which were issued at RM0.01 per RPS, at a premium of RM0.99 each by cash. The nominal value of the shares redeemed of RM0.5 million has been classified as Capital Redemption Reserve.

As part of a group-wide internal corporate restructuring exercise ("Group Internal Restructuring") to realign the Group's businesses into the respective distinct business units. This involved the reorganisation of various entities within the Group's existing business segments into six (6) principal business units. On 31 December 2012, the Group completed phase 2 of the restructuring exercise that resulted in the following transfers:

- the disposal of the Company's entire equity and non-equity interests in UPD Sdn Bhd ("UPD"), The Right Channel Sdn Bhd ("TRC") and Kurnia Outdoor Sdn Bhd ("Kurnia") and Jupiter Outdoor Network Sdn Bhd ("Jupiter") and its subsidiaries, to Big Tree Outdoor Sdn Bhd ("BTO") (a subsidiary of the Company) for a total consideration of RM43.2 million; and

- the disposal of the Company's entire equity and non-equity interest in One FM Radio Sdn Bhd to Synchrosound Studio Sdn Bhd for a total consideration of RM11.8 million.

The above restructuring exercise has no impact to the Group's and Company's results or cash outflows (Note 40).

26 SUBSIDIARIES (CONTINUED)

The details of the subsidiaries are as follows:

Name of company	Country of incorporation	Principal activities	Interest in equity 2013 %	Interest in equity 2012 %
Sistem Televisyen Malaysia Berhad ("STMB")	Malaysia	Commercial television broadcasting	**100**	100
Synchrosound Studio Sdn Bhd	Malaysia	Commercial radio broadcasting	**100**	100
Big Tree Outdoor Sdn Bhd ("BTO")	Malaysia	Provision of advertising space and related services, investment holding and management services	**100**	100
Primeworks Studios Sdn Bhd	Malaysia	Production of motion picture films, acquiring ready made films from local producers and production houses and investment holding	**100**	100
Big Events Sdn Bhd	Malaysia	Events management	**100**	100
The Talent Unit Sdn Bhd	Malaysia	Talent management of artistes	**100**	100
Alternate Records Sdn Bhd	Malaysia	Album production and recording studio	**100**	100
Amity Valley Sdn Bhd	Malaysia	Dormant	**100**	100
Esprit Assets Sdn Bhd	Malaysia	Property investments and provision of property management services	**100**	100
Animated & Production Techniques Sdn Bhd	Malaysia	Dormant	**100**	100

26 SUBSIDIARIES (CONTINUED)

Name of company	Country of incorporation	Principal activities	Interest in equity 2013 %	Interest in equity 2012 %
Media Prima Content Services Sdn Bhd	Malaysia	Content procurement services	**100**	100
Able Communications Sdn Bhd	Malaysia	Dormant	**100**	100
Encorp Media Technology Sdn Bhd	Malaysia	Dormant	**100**	100
Star Crest Media Sdn Bhd	Malaysia	Dormant	**100**	100
Lazim Juta Sdn Bhd	Malaysia	Investment holding	**100**	100
The New Straits Times Press (Malaysia) Berhad ("NSTP")	Malaysia	Publishing and sale of newspaper and investment holding	**98.17**	98.17
Held by STMB				
Ch-9 Media Sdn Bhd ("TV9")	Malaysia	Commercial television broadcasting	**100**	100
Natseven TV Sdn Bhd ("ntv7")	Malaysia	Commercial television broadcasting	**100**	100
Merit Idea Sdn Bhd	Malaysia	Investment holding	**100**	100
Held by Merit Idea Sdn Bhd				
Metropolitan TV Sdn Bhd ("8TV")	Malaysia	Commercial television broadcasting	**100**	100
Held by Synchrosound Studio Sdn Bhd				
Perintis Layar Sdn Bhd	Malaysia	Investment holding	**100**	100
One FM Radio Sdn Bhd	Malaysia	Commercial radio broadcasting	**80**	80

26 SUBSIDIARIES (CONTINUED)

Name of company	Country of incorporation	Principal activities	Interest in equity 2013 %	Interest in equity 2012 %
Held by Perintis Layar Sdn Bhd				
Max-Airplay Sdn Bhd ("FlyFM")	Malaysia	Commercial radio broadcasting	**100**	100
Held by NSTP				
Berita Book Centre Sdn Bhd	Malaysia	Dormant	**100**	100
Berita Harian Sdn Bhd	Malaysia	Dormant	**100**	100
Business Times (Malaysia) Sdn Bhd	Malaysia	Dormant	**100**	100
Marican Sdn Bhd	Malaysia	Dormant	**92.5**	92.5
New Straits Times Sdn Bhd	Malaysia	Dormant	**100**	100
New Straits Times Technology Sdn Bhd	Malaysia	Dormant	**100**	100
NSTP e-Media Sdn Bhd	Malaysia	Internet based on-line services	**100**	100
Shin Min Publishing (Malaysia) Sdn Bhd	Malaysia	Dormant	**89.6**	89.6
The New Straits Times Properties Sdn Bhd	Malaysia	Property management services	**100**	100
Held by New Straits Times Technology Sdn Bhd				
Berita Information Systems Sdn Bhd	Malaysia	Dormant	**100**	100

26 SUBSIDIARIES (CONTINUED)

Name of company	Country of incorporation	Principal activities	Interest in equity 2013 %	Interest in equity 2012 %
Held by Jupiter Outdoor Network Sdn Bhd				
Calcom Sdn Bhd	Malaysia	Dormant	**100**	100
Lokasi Sejagat Sdn Bhd	Malaysia	Dormant	**100**	100
Skyten Marketing Sdn Bhd	Malaysia	Dormant	**100**	100
Held by Big Tree Outdoor Sdn Bhd				
UPD Sdn Bhd ("UPD")	Malaysia	Outdoor advertising	**100**	100
The Right Channel Sdn Bhd ("TRC")	Malaysia	Outdoor advertising	**100**	100
Kurnia Outdoor Sdn Bhd ("Kurnia")	Malaysia	Outdoor advertising	**100**	100
Jupiter Outdoor Network Sdn Bhd	Malaysia	Dormant	**100**	100
Big Tree Productions Sdn Bhd	Malaysia	Undertaking outdoor advertising business and carrying out related production works	**100**	100
Uniteers Outdoor Advertising Sdn Bhd	Malaysia	Advertising contracting and agents, sale of advertising space	**100**	100
Gotcha Sdn Bhd	Malaysia	Undertaking outdoor advertising business and carrying out related production works	**100**	100

26 SUBSIDIARIES (CONTINUED)

Name of company	Country of incorporation	Principal activities	Interest in equity 2013 %	Interest in equity 2012 %
Held by Big Tree Outdoor Sdn Bhd (continued)				
Eureka Outdoor Sdn Bhd	Malaysia	Dormant	**100**	100
Anchor Heights Sdn Bhd	Malaysia	Dormant	**100**	100
Uni-Talent Gateway Sdn Bhd	Malaysia	Dormant	**100**	100
Held by Alternate Records Sdn Bhd				
Booty Studio Productions Sdn Bhd	Malaysia	Dormant	**60**	60
Held by Primeworks Studios Sdn Bhd				
Alt Media Sdn Bhd ("Alt Media")	Malaysia	New media businesses and related activities	**100**	100
Held by UPD Sdn Bhd ("UPD")				
Utusan Sinar Media Sdn Bhd	Malaysia	Dormant	**100**	100
Held by The Right Channel Sdn Bhd ("TRC")				
MMC-AD Sdn Bhd	Malaysia	Dormant	**100**	100
Media Master Industries (M) Sdn Bhd	Malaysia	Dormant	**100**	100
Held by Kurnia Outdoor Sdn Bhd				
Kurnia Outdoor Productions Sdn Bhd	Malaysia	Production of advertising display	**100**	100

26 SUBSIDIARIES (CONTINUED)

Name of company	Country of incorporation	Principal activities	Interest in equity 2013 %	Interest in equity 2012 %
Held by Lazim Juta Sdn Bhd				
Strategic Media Asset Mgmt Co. Ltd.	Labuan	Dormant	**100**	100

27 ASSOCIATES

The amount recognised in the statement of financial position is as follows:

	Group 2013 RM'000	Group 2012 RM'000
Share of net assets	**176,183**	163,345
The amount recognised in the statement of comprehensive income is as follows:		
Share of net profit	**9,238**	7,926

27 ASSOCIATES (CONTINUED)

Group

Set out below is the summarised financial information for Malaysian Newsprint Industries ("MNI"), associate of the Group as at 31 December 2013, which, in the opinion of the directors, is material to the Group and is accounted for using the equity method.

Summarised statement of comprehensive income for the year ended 31 December 2013 and 2012:

	2013 RM'000	2012 RM'000
Revenue	**488,958**	506,327
Depreciation and amortisation	**(33,658)**	(34,752)
Interest income	**0**	0
Interest expense	**(11,417)**	(16,526)
Profit before taxation	**57,019**	47,562
Taxation	**(13,766)**	(10,457)
Net profit and total comprehensive income for the financial year	**43,253**	37,105

Summarised statement of financial position as at 31 December 2013 and 2012:

	2013 RM'000	2012 RM'000
NON CURRENT ASSETS	**769,865**	806,415
Cash and cash equivalents	**6,244**	3,248
Other current assets (excluding cash and cash equivalents)	**76,835**	92,759
TOTAL CURRENT ASSETS	**83,079**	96,007
Financial liabilities (excluding trade payables)	**(75,429)**	(321,899)
Other current liabilities (including trade payables)	**(47,831)**	(47,700)
TOTAL CURRENT LIABILITIES	**(123,260)**	(369,599)
TOTAL NON CURRENT LIABILITIES	**(303,369)**	(149,761)
NET ASSETS	**426,315**	383,062

27 ASSOCIATES (CONTINUED)

Reconciliation of the summarised financial information of the Group's associate presented to the carrying amount of its interest in associate:

	2013 RM'000	2012 RM'000
Opening net assets 1 January	**383,062**	345,957
Net profit and total comprehensive income for the financial year	**43,253**	37,105
Closing net assets 31 December	**426,315**	383,062
Interest in associates (21.36%)	**91,061**	78,223
Redeemable Preference Shares	**85,122**	85,122
Carrying value	**176,183**	163,345

MNI supplies newsprint materials to the Group's print business segment.

Included in Other operating income are dividends of RM8.6 million received from a fully impaired associate.

The Group's equity interests in the associates, their respective principal activities and countries of incorporation are as follows:

Name of company	Principal activities	Group effective interest in equity	
		2013 %	2012 %
Sistem Network Nusantara Sdn Bhd	Dormant	**49.0**	49.0
Held by NSTP			
Asia Magazines Limited (Incorporated in Hong Kong)	Dormant	**26.41^**	26.41^
Business Day Co. Ltd (Incorporated in Thailand)	Dormant	**46.63^**	46.63^
Malaysian Newsprint Industries Sdn Bhd	Manufacture and sale of newsprint and related paper products	**21.00^**	21.00^
Laras Perkasa Sdn Bhd	Dormant	**29.45^**	29.45^

^ Effective interest via 98.17% interest in NSTP

The associates are private companies and there is no quoted market price available for its shares.

There are no contingent liabilities relating to the Group's interest in the associates.

28 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	Group	
	2013 RM'000	2012 RM'000
Shares in corporations, quoted in Malaysia	2	2
Shares in corporations, unquoted in Malaysia	88	88
	90	90

Changes in fair values of financial assets at fair value through profit or loss are recorded on the face of the profit or loss.

The fair value of all equity securities is based on their current bid prices in an active market.

29 INTANGIBLE ASSETS

Group	Programmes rights (definite life) RM'000	Film rights (definite life) RM'000	Goodwill (indefinite life) RM'000	Acquired concession rights and outdoor advertising rights (definite life) RM'000	Acquired concession rights and outdoor advertising rights (indefinite life) RM'000	Acquired publishing rights and contracts (indefinite life) RM'000	Total RM'000
At 1 January 2013	8,541	19,014	128,170	19,057	39,446	161,012	375,240
Additions	202,430	7,419	–	–	–	–	209,849
	210,971	26,433	128,170	19,057	39,446	161,012	585,089
Amortisation during the financial year	(187,701)	(9,891)	–	(3,593)	–	–	(201,185)
Write offs during the financial year	(190)	–	–	–	–	–	(190)
At 31 December 2013	23,080	16,542	128,170	15,464	39,446	161,012	383,714
At 1 January 2012	3,920	15,041	128,170	22,866	39,446	161,012	370,455
Additions	180,921	13,878	–	–	–	–	194,799
	184,841	28,919	128,170	22,866	39,446	161,012	565,254
Amortisation during the financial year	(175,560)	(9,905)	–	(3,809)	–	–	(189,274)
Write offs during the financial year	(740)	–	–	–	–	–	(740)
At 31 December 2012	8,541	19,014	128,170	19,057	39,446	161,012	375,240

29 INTANGIBLE ASSETS (CONTINUED)

Intangible assets with indefinite useful lives are tested for impairment on an annual basis. Included in intangible assets are acquired rights which have indefinite useful lives, totalling RM200.5 million (2012: RM200.5 million). These assets are deemed to have indefinite useful lives as they are renewable with minimum cost to the Group and there is no foreseeable limit to the period over which the assets are expected to generate net cash inflows for the Group. Based on the test performed as described below, the Directors concluded that the recoverable amount, calculated based on value-in-use, is higher than the carrying amount.

Impairment tests for intangible assets with indefinite useful life

The carrying amounts of intangible assets allocated to the Group's cash-generating units ("CGUs") are as follows:

Group	**2012 and 2013**		
	Goodwill RM'000	**Intangibles with indefinite life RM'000**	**Total RM'000**
NSTP Group	–	161,012	161,012
Outdoor Group	112,465	39,446	151,911
One FM	11,384	–	11,384
Others	4,321	–	4,321
	128,170	200,458	328,628

No impairment loss was required for the carrying amounts of the intangible assets above assessed as at 31 December 2013 as their recoverable amounts were in excess of their carrying amounts.

The recoverable amounts of the CGUs are determined based on value-in-use ("VIU") calculations. Cash flows are derived based on the approved budgeted cash flows for 2014 and projections for the subsequent period of four (4) years, based on external data. The projections reflect management's expectation of revenue growth, operating costs and margins for the cash-generating unit based on current assessment of market share, expectations of market growth and industry growth.

29 INTANGIBLE ASSETS (CONTINUED)

The key assumptions used for the value-in-use calculations are as follows:

	NSTP Group %	Outdoor Group %	One FM %
2013			
Average revenue growth	**3.0**	**5.6**	**5.6**
Pre-tax discount rate	**10.55**	**10.7**	**10.7**
Terminal growth rate	**0.0**	**2.5**	**2.5**
2012			
Average revenue growth	3.0	5.6	5.6
Pre-tax discount rate	10.55	12.23	12.23
Terminal growth rate	0.0	2.5	2.5

(i) A terminal growth rate of 0.0% to 2.5% (2012: 0.0% to 2.5%); is applied in the VIU calculations. The average revenue growth rate and terminal growth rate reflects long term growth forecast.

(ii) The growth in overhead costs are determined based on past performance and expected inflationary factors and is consistent with previous years.

(iii) Contribution margins and EBITDA margins are projected based on the industry trends, together with the trends observed within the Group.

(iv) Maintenance costs and taxes at 25% is incorporated in the cash flows.

The Group's review includes an impact assessment of changes in key assumptions. Based on the sensitivity analysis performed, the Directors concluded that no reasonable change in the base case assumptions would cause the carrying amounts of the CGUs to exceed their recoverable amounts.

30 AVAILABLE-FOR-SALE FINANCIAL ASSETS

	Group	
	2013 RM'000	**2012 RM'000**
At 1 January	**2,525**	1,400
Disposal	**(55)**	(75)
Net (loss)/gains recognised in Other Comprehensive Income	**(145)**	1,200
At 31 December	**2,325**	2,525

Available-for-sale financial assets comprise unquoted shares and are denominated in Ringgit Malaysia.

The fair value of unlisted securities are based on inputs rather than quoted prices included within active markets that are not observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices). The fair value of available-for-sale assets equals the carrying amount.

31 INVENTORIES

	Group	
	2013 RM'000	2012 RM'000
Raw materials	**117,874**	84,307
Publication stocks	**89**	111
	117,963	84,418

32 TRADE AND OTHER RECEIVABLES

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Trade receivables	**388,013**	429,344	**–**	–
Less: Provision for impairment	**(63,218)**	(60,604)	**–**	–
	324,795	368,740	**–**	–
Less: Advanced billings	**(7,726)**	(5,336)	**–**	–
	317,069	363,404	**–**	–
Deposits	**13,452**	13,365	**104**	104
Prepayments	**19,305**	27,361	**163**	141
Other receivables	**206,106**	205,608	**95**	2,400
	238,863	246,334	**362**	2,645
Less: Provision for impairment of other receivables	**(169,894)**	(174,386)	**–**	–
	68,969	71,948	**362**	2,645
	386,038	435,352	**362**	2,645

All receivables are mostly due within 12 months from the end of the reporting period.

The fair values of trade and other receivables approximates the carrying value.

As of 31 December 2013, trade receivables that were past due but not impaired are as disclosed below. These relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these trade receivables is as follows:

Group	Trade Receivables	
	2013 RM'000	2012 RM'000
Ageing 3 to 6 months	**75,285**	86,191
Ageing 7 to 12 months	**18,877**	13,328
Over 12 months	**7,334**	3,959
	101,496	103,478

32 TRADE AND OTHER RECEIVABLES (CONTINUED)

As of 31 December 2013, trade receivables of RM63,217,945 (2012: RM60,604,000) and other receivables of RM169,893,785 (2012: RM174,385,915) were impaired and provided for. The individually impaired receivables mainly relate to customers that defaulted in payment, which are in unexpectedly difficult financial position. It was assessed that an insignificant portion of the receivables is only expected to be recovered. The ageing of these receivables is as follows:

Group	Trade Receivable		Other Receivable	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Ageing 3 to 6 months	–	80	–	–
Ageing 7 to 12 months	51	56	–	–
Over 12 months	63,167	60,468	169,894	174,386
	63,218	60,604	169,894	174,386

The carrying amounts of the Group's trade receivables are denominated in the following currencies:

	Group	
	2013 RM'000	2012 RM'000
RM	383,787	428,554
USD	3,384	89
SGD	821	659
Others	21	42
	388,013	429,344

Movements on the Group's provision for impairment of receivables are as follows:

	Group			
	2013 Trade receivables RM'000	2013 Other receivables RM'000	2012 Trade receivables RM'000	2012 Other receivables RM'000
At 1 January	60,604	174,386	58,502	175,719
Impairment charge for the financial year	3,862	284	3,226	219
Recovery of bad debts	(1,248)	(4,768)	(1,124)	(1,552)
Receivables written off during the financial year as uncollectible	–	(8)	–	–
At 31 December	63,218	169,894	60,604	174,386

32 TRADE AND OTHER RECEIVABLES (CONTINUED)

The creation and release of provision for impaired receivables have been included as a net amount in the profit and loss. Amounts charged as impairment are generally written off when there is no expectation of recovering additional cash.

The other classes within trade and other receivables do not contain impaired assets.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables mentioned above. The Group holds bank guarantees and deposits amounting to RM43.3 million (2012: RM43.6 million) as collateral to reduce its credit risk.

33 AMOUNTS DUE FROM/TO SUBSIDIARIES

	Company	
	2013 RM'000	**2012 RM'000**
Current:		
Amounts due from subsidiaries	**57,423**	52,839
Less: Provision for impairment	**(20)**	(20)
	57,403	52,819
Intercompany loan (Note a)	**120,000**	–
	177,403	52,819
Amounts due to subsidiaries	**18,264**	13,857

(a) Intercompany loan to subsidiaries classified as current are denominated in Ringgit Malaysia, unsecured, repayable on demand and charged at prevailing market rate applicable on the day of the disbursement.

(b) The amounts due from subsidiaries classified as current are denominated in Ringgit Malaysia, unsecured and interest free. These balances are expected to be realisable within the next financial year.

(c) During the previous financial year RM410.5 million of the total amounts due from subsidiaries were converted into RPS as disclosed in Note 26.

34 DEPOSITS, CASH AND BANK BALANCES

	Group		Company	
	2013 RM'000	**2012 RM'000**	**2013 RM'000**	**2012 RM'000**
Cash and bank balances	**99,709**	107,204	**7,474**	34,924
Deposits with licensed banks	**518,681**	575,174	**291,194**	433,519
Deposits, cash and bank balances (Note 36)	**618,390**	682,378	**298,668**	468,443

34 DEPOSITS, CASH AND BANK BALANCES (CONTINUED)

The deposits, cash and bank balances are denominated in Ringgit Malaysia.

During the financial year, the interest rates for the deposits ranged from 2.90% to 3.95% (2012: 2.90% to 4.35%) per annum for the Group and for the Company. As at 31 December 2013, the effective interest rates for the deposits ranged from 2.90% to 3.95% (2012: 2.90% to 4.35%) per annum for the Group and for the Company.

Fixed deposits with licensed financial institutions have a maturity period ranging between 30 days to 365 days (2012: 30 days to 365 days).

Bank balances are deposits held at call with banks and earn no interest.

35 AMOUNT DUE TO AN ASSOCIATE

The amount due to an associate is denominated in Ringgit Malaysia, unsecured, interest free and repayable on demand.

36 CASH AND CASH EQUIVALENTS

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Deposits, cash and bank balances (Note 34)	**618,390**	682,378	**298,668**	468,443
Less:				
Restricted deposits:				
– Deposits with a licensed bank	**(9,496)**	(33,841)	**(6,172)**	(31,735)
– Bank balances and deposits held in respect of public donations	**–**	(1,804)	**–**	–
	608,894	646,733	**292,496**	436,708

Bank balances at the end of the financial year include the following deposits which are not available for use by the Group and the Company:

(a) Deposits with a licensed bank, amounting to RM3,324,477 (2012: RM2,105,774), which have been placed with the licensed bank for bank guarantee facilities extended to a subsidiary company. These are long term restricted cash up to 2014.

(b) Deposits with licensed bank of RM4,610,308 (2012: RM4,575,126) which have been placed with the licensed bank for bond security. These are restricted cash up to 2015.

(c) Proceeds received from exercise of warrants amounting to RM1,561,781 (2012: RM27,160,036) have been placed under proceeds account in a licensed bank pursuant to the RFRB Deed Poll. These are restricted cash up to 2015.

36 CASH AND CASH EQUIVALENTS (CONTINUED)

(d) Bank balances and deposits held in respect of public donations are restricted from being used by the Group indefinitely other than for the purpose of distribution to designated recipients.

37 SIGNIFICANT DISPOSAL OF SUBSIDIARY

(a) Kurnia Outdoor Sdn Bhd ("Kurnia") and Jupiter Outdoor Network Sdn Bhd ("Jupiter")

On 13 April 2012, MPB acquired the remaining 5% stake in Kurnia and Jupiter for the purchase consideration of RM2.27 million. As at 31 December 2012 and 31 December 2013, MPB holds 100% equity interest in Kurnia and Jupiter.

The impact of the purchase of further interest in Kurnia and Jupiter in the previous financial year is as follows:

	2012 RM'000
Consideration paid to non-controlling interest, net of transaction cost	2,269
Carrying amount of non-controlling interest acquired	(2,024)
Difference recognised in retained earnings	245

(b) Gama Media International (BVI) Ltd ("GMI")

In previous financial year, Gama Media International (BVI) Ltd ("GMI"), a wholly-owned subsidiary was dissolved on 14 December 2012.

The liquidation of GMI did not have any material effect on the earnings or net of the MPB Group for the financial year ended 31 December 2012.

38 CASH FLOWS GENERATED FROM OPERATIONS

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Net profit for the financial year from:				
Continuing operations	**216,416**	210,978	**193,723**	76,746
Subsidiary held for sale	**–**	334	**–**	–
	216,416	211,312	**193,723**	76,746
Adjustments for:				
Programmes, film rights and album production cost				
– Amortisation	**197,592**	185,465	**–**	–
– Write off	**190**	740	**–**	–
Property, plant and equipment				
– Depreciation	**95,943**	96,837	**36**	222
– Gain on disposals	**(459)**	(742)	**–**	–
– Write off	**346**	1,081	**–**	–
Investment properties				
– Depreciation	**1,631**	1,727	**–**	–
– Gain on disposal	**(640)**	(1,500)	**–**	–
Amortisation of acquired rights	**3,593**	3,809	**–**	–
Interest expenses	**26,253**	27,451	**24,674**	24,087
Fair value gain on financial assets at fair value through profit or loss	**–**	–	**–**	–
Net unrealised exchange (gain)/loss	**–**	(43)	**–**	–
Gain on disposal of investment	**–**	(145)	**–**	–
Share of results of an associate	**(9,238)**	(7,926)	**–**	–
Dividend income	**(8,640)**	(61)	**(264,951)**	(159,574)
Interest income	**(15,322)**	(9,141)	**(12,139)**	(5,002)
Taxation	**73,565**	71,967	**29,632**	31,555
(Reversal)/Impairment of trade and other receivables	**(1,870)**	769	**–**	–
Gain on disposal of subsidiary held for sale	**–**	(334)	**–**	–
	579,360	581,266	**(29,025)**	(31,966)
Changes in working capital:				
Inventories	**(33,545)**	61,335	**–**	–
Receivables	**45,818**	(57,139)	**2,283**	(2,104)
Payables	**(188,823)**	(191,199)	**(3,141)**	2,989
Amounts due from subsidiaries	**–**	–	**42,473**	136,190
Amount due to an associate	**(1,437)**	5,208	**–**	–
Cash flows generated from operations	**401,373**	399,471	**12,590**	105,109

39 ASSETS HELD FOR SALE

	Group	
	2013 RM'000	2012 RM'000
Property, plant and equipment:		
– leasehold buildings	2,024	–

During the financial year, a subsidiary company of the Group entered into sale and purchase agreements for the proposed disposals of leasehold buildings for a total purchase consideration of RM2.1 million. The sale has yet to be completed as at year end and is expected to be completed in 2014.

40 SIGNIFICANT NON-CASH TRANSACTIONS

The significant non-cash transactions during the financial year were as follows:

	Group	
	2013 RM'000	2012 RM'000
Property, plant and equipment obtained through:		
– contra arrangements with customers	2,106	1,279

	Company	
	2013 RM'000	2012 RM'000
Disposal of interest via issuance of Redeemable Preference Shares in UPD, TRC, Kurnia and Jupiter	–	42,484

41 RELATED PARTY TRANSACTIONS

(a) Key management compensation

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly, including any director (whether executive or otherwise) of the Group.

Key management personnel of the Company are the Executive Directors and the senior management of the Company. Key management compensation was as follows:

	Group		Company	
	2013 RM'000	2012 RM'000	2013 RM'000	2012 RM'000
Key management:				
– Fees	**884**	885	**442**	435
– Basic salaries, bonus and other remunerations	**9,223**	7,955	**4,907**	3,619
– Allowance	**1,460**	1,389	**792**	617
– Defined contribution retirement plan	**1,795**	1,502	**959**	676
	13,362	11,731	**7,100**	5,347
Estimated monetary value of benefits-in-kind	**308**	184	**88**	41

Included in the key management compensation is Directors' remuneration as disclosed in Note 7 to the financial statements.

Key management personnel of the Group and of the Company have been granted options under the ESOS on the same terms and conditions as those offered to other employees of the Group (see Note 12) as follows:

	Number of options over ordinary shares of RM1.00 each					
	Grant date	Expiry date	Exercise price RM/ share	At 1 January '000	Exercised '000	At 31 December '000
Financial year ended 31 December 2013	**31 May 2010**	**13 May 2015**	**1.80**	**1,080***	**(730)**	**350**
Financial year ended 31 December 2012	31 May 2010	13 May 2015	1.80	1,640	(360)	1,280

* Exclude senior management who resigned during the financial year.

41 RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Transactions between Group entities

Name of company	Relationship
The New Straits Times Press (Malaysia) Berhad ("NSTP")	A subsidiary of the Company
Sistem Televisyen Malaysia Berhad ("STMB")	A subsidiary of the Company
Metropolitan TV Sdn Bhd ("8TV")	A subsidiary of the Company
Natseven TV Sdn Bhd ("ntv7")	A subsidiary of the Company
Ch-9 Media Sdn Bhd ("Ch-9")	A subsidiary of the Company
Big Tree Outdoor Sdn Bhd	A subsidiary of the Company
UPD Sdn Bhd	A subsidiary of the Company
Synchrosound Studio Sdn Bhd	A subsidiary of the Company
Merit Idea Sdn Bhd	A subsidiary of the Company
Kurnia Outdoor Sdn Bhd	A subsidiary of the Company
Media Prima Content Services ("MPCS")	A subsidiary of the Company
Alt Media Sdn Bhd	A subsidiary of the Company
Primework Studios Sdn Bhd	A subsidiary of the Company
Malaysian Newsprint Industries Sdn Bhd ("MNI")	An associate of the Group

In addition to related party disclosures mentioned elsewhere in the financial statements, set out below are other significant related party transactions:

Purchases of goods and services

	Group	
	2013	2012
	RM'000	RM'000
Purchase of newsprints by NSTP from:		
– MNI	**111,428**	75,466

Sales and purchase of goods and services:

	Company	
	2013	2012
	RM'000	RM'000
(i) Fees receivable in relation to provision of procurement services to:		
– STMB	**1,828**	1,367
– 8TV	**464**	1,169
– ntv7	**1,119**	934
– Ch-9	**66**	1,070

The Group entities have an arrangement whereby all sales and placement of advertisements between the Group entities are made in slots/space usually reserved for in-house advertisements and promotions. The fair values of these sales and placement of advertisements are not material in relation to the financial statements.

41 RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Transactions between Group entities (continued)

Sales and purchase of goods and services (continued)

	Company	
	2013 RM'000	2012 RM'000
(ii) Dividends received/receivable net of tax from:		
– STMB	**100,000**	76,439
– Big Tree Outdoor Sdn Bhd	**25,000**	9,675
– NSTP	**95,963**	23,991
– UPD Sdn Bhd	**–**	3,326
– Synchrosound Studio Sdn Bhd	**12,000**	8,000
– Kurnia Outdoor Sdn Bhd	**–**	4,000
(iii) Intercompany loans		
– Disbursement to STMB	**100,000**	–
– Disbursement to NSTP	**20,000**	–
– Interest income on intercompany loan	**2,025**	–
(iv) Redemption on redeemable preference shares		
– Redemption of 50,000,000 RPS of RM0.01 per share at a premium of RM0.99 each by cash (Note 26)	**50,000**	–

(c) Significant related party balances

(i) Amount due from/(to) subsidiaries

	Company	
	2013 RM'000	2012 RM'000
ntv7	**1,798**	1,769
STMB	**(16,691)**	(12,426)
Media Prima Content Services Sdn Bhd	**(1,216)**	(1,299)
NSTP	**36,035**	15,845
Alt Media Sdn Bhd	**16,214**	15,199
Ch–9	**752**	1,570
Big Tree Outdoor Sdn Bhd	**283**	680
Synchrosound Studio Sdn Bhd	**42**	11,796
8TV	**1,668**	2,488
Primeworks Studios Sdn Bhd	**26**	2,429

(ii) Intercompany loans

	Company	
	2013 RM'000	2012 RM'000
STMB	**100,000**	–
NSTP	**20,000**	–

41 RELATED PARTY TRANSACTIONS (CONTINUED)

(c) Significant related party balances (continued)

Amount due to an associate

	Group	
	2013 RM'000	2012 RM'000
MNI	**2,176**	3,613

42 COMMITMENTS

(a) Capital commitments

	Group	
	2013 RM'000	2012 RM'000
Capital commitments, approved but not contracted for		
– Property, plant and equipment	**186,702**	138,282
– Programmes and film rights	**237,400**	246,621
Capital commitments, approved and contracted for		
– Property, plant and equipment	**29,349**	38,853
	453,451	423,756
Share of an associate's capital commitments	**2,475**	886

(b) Operating lease commitments

The future minimum lease payments under non-cancellable operating leases are as follows:

	Group	
	2013 RM'000	2012 RM'000
– Not later than 1 year	**12,215**	13,035
– Later than 1 year and not later than 5 years	**46,741**	45,742
– Later than 5 years	**96,950**	99,870
	155,906	158,647

The operating lease commitments relate to the rental of the Company's registered office and principal place of business and offices leased by subsidiary companies.

43 CONTINGENT LIABILITIES

Material litigation

The Group is a defendant in 44 (2012: 70) legal suits with contingent liabilities amounting to approximately RM620.8 million (2012: RM519.1 million). Of the 44 (2012: 70) legal suits, 42 (2012: 61) suits are for alleged defamation (of which 32 (2012: 46) are against NSTP), 2 (2012: 5) are for alleged breaches of contracts and nil (2012: 4) are for alleged copyright.

Subsequent to year end, the Court has struck out a claim amounting to RM550 million, which has been included as contingent liabilities as at 31 December 2013. The contingent liabilities after the struck out of the said claim stands at RM70.8 million.

In so far as the suits for the alleged copyright and breaches of contract are concerned, the Directors have been advised and are of the considered view that most are unsustainable against the Group.

It is noted that despite the amount claimed, the current trend of award for defamation are significantly lower. Hence, the likelihood of the amount claimed crystalling into the sum as claimed is highly unlikely. In addition, for the defamation suits against the Group, the Group continues to have in place insurance coverage against damages awarded against it.

Based on the above and after taking appropriate legal advice, no provision has been made in the financial statements of the Group as at the date of this report as the Directors are of the opinion that most of the claims have no sustainable merit. The Directors do not therefore expect the outcome of the legal suits against the Group to have a material impact on the financial position of the Group.

44 FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks, including:

(a) Market risks

(i) foreign currency exchange risk – risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates

(ii) fair value interest rate risk – risk that the value of a financial instrument will fluctuate due to changes in market interest rates

(iii) cash flow interest rate risk – risk that future cash flows associated with a financial instrument will fluctuate. In the case of a floating rate debt instrument, such fluctuations result in a change in the effective interest rate of the financial instrument, usually without a corresponding change in its fair value

(iv) price risk – risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all instrument traded in the market

(b) credit risk – risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss

44 FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) liquidity risk (funding risk) – risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments

The Group's overall financial risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group. Financial risk management is carried out through risk reviews, internal control systems, insurance programmes and adherence to the Group's financial risk management policies. The Board regularly reviews these risks and approves the treasury policies, which covers the management of these risks.

(a) Market risks

(i) Foreign currency exchange risk

The Group operates nationally but some of its cost is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US Dollar. The main costs with such exposure are programme rights and newsprint.

The Group monitors the foreign currency market closely to ensure optimal levels of inventories are purchased when prices are favourable to mitigate purchase requirement when prices are unfavourable.

If the Ringgit Malaysia ("RM") had weakened or strengthened by 10% and 20% against the foreign currencies for which the financial instruments are denominated in, with all other variables remain unchanged, post tax profit for the year would have been higher or lower by the following amounts:

Foreign currency denominated financial instruments				Impact of changes in exchange rate to profit and loss (net of tax)			
				RM weaken by		RM strengthen by	
Foreign currency	Trade receivables (Note 32) RM'000	Trade payables (Note 22) RM'000	Currency translation rate RM	-20% RM'000	-10% RM'000	10% RM'000	20% RM'000
As at 31 December 2013							
1USD	3,384	(348)	3.2755	455	228	(228)	(455)
1SGD	821	-	2.5895	123	62	(62)	(123)
1BND	16	-	2.5894	2	1	(1)	(2)
1PHP	5	-	7.3370	1	0	(0)	(1)
	4,226	(348)		581	291	(291)	(581)
As at 31 December 2012							
1USD	89	(9,027)	3.0580	(1,341)	(670)	670	1,341
1SGD	659	-	2.5032	99	49	(49)	(99)
1EUR	-	(190)	4.0349	(29)	(14)	14	29
1BND	42	-	2.5030	6	3	(3)	(6)
	790	(9,217)		(1,265)	(632)	632	1,265

* No sensitivity analysis is performed for Company level as it has no balance denominated in foreign currency.

44 FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risks (continued)

(ii) Price risk

The Group is exposed to equity securities price risk because of investments held by the Group classified on the consolidated statement of financial position as available-for-sale and fair value through profit and loss. The Group is not exposed to commodity price risk. No financial instruments or derivatives have been employed to hedge this risk as the risk is deemed to be insignificant.

(iii) Cash flow and fair value interest rate risk

The Group's interest rate risk arises from long-term borrowings and debt instruments. Borrowings issued at variable rates expose the Group to cash flow interest rate risk which is partially offset by cash held at variable rates. The Group policy is to maintain appropriate level of borrowings in fixed rate instruments to ensure that some level of predictability in cash flows are preserved while ensuring that the Group maintains its cost of debt and gearing ratio at healthy levels within the limits of any covenants. During 2013 and 2012, the Group's borrowings at fixed rate were denominated in RM.

The Group analyses its interest rate exposure on a dynamic basis. Various scenarios are simulated taking into consideration refinancing, renewal of existing positions and alternative financing. Based on these scenarios, the Group calculates the impact on profit and loss of a defined interest rate shift. For each simulation, the same interest rate shift is used for all currencies. The scenarios are run only for liabilities that represent the major interest-bearing positions.

Based on frequent simulations performed, for which the Group assesses its interest rates risk exposure to be within tolerable limits, the impact on post tax profit of interest rates shift would be as disclosed below:

			Impact of changes to interest rates to profit and loss (net of tax)			
	Finance cost for the financial year ended 31 December 2013 (Note 4) RM'000	Interest rates for the financial year ended 31 December 2013 %	-0.50% RM'000	-0.25% RM'000	0.25% RM'000	0.50% RM'000
Bankers acceptance	(721)	3.35%	81	40	(40)	(81)
Revolving credit	(421)	3.80%	42	21	(21)	(42)
	(1,142)		123	61	(61)	(123)

The total bankers acceptance and revolving credit exposes the Group to interest rate risk, balances of which as disclosed in Note 18.

44 FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risks (continued)

	Finance cost for the financial year ended 31 December 2012 (Note 4) RM'000	Interest rates for the financial year ended 31 December 2012 %	Impact of changes to interest rates to profit and loss (net of tax) -0.50% RM'000	-0.25% RM'000	0.25% RM'000	0.50% RM'000
Revolving credit	(2,504)	3.85%	245	122	(122)	(245)
Bank guarantee	(1,035)	2.60%	158	79	(79)	(158)
	(3,539)		403	201	(201)	(403)

* The risk is not applicable for MPB Company level as the borrowings held at a fixed rate

(b) Credit risk

Credit risk arises when sales are made on deferred credit terms. The Group seeks to invest cash assets safely and profitably. It also seeks to control credit risk by setting counterparty limits and ensuring that sales of products and services are made to customers with an appropriate credit history. The Group considers the risk of material loss in the event of non-performance by a financial counterparty to be unlikely.

The Group has no significant concentration of credit risk except that the majority of its deposits are placed with major financial institutions in Malaysia.

The Group trades with a large number of customers who are nationally and internationally dispersed but within the commercial television, radio broadcasting, outdoor advertising, content production/provision and publishing/print industry. Due to these factors, the Group believes that no additional credit risk beyond amounts allowed for collection losses is inherent in the Group's trade receivables.

Credit risk is managed on a group basis, except for credit risk relating to accounts receivable balances. Each entity is responsible for managing and analysing the credit risk for each of their new clients before standard payment and delivery terms and conditions are offered. Credit risk arises from cash and cash equivalents and deposits with banks and financial institutions, as well as credit exposures on outstanding receivables and committed transactions. For banks and financial institutions, only independently rated parties with a minimum rating of 'A' are accepted. Customer's credit quality is assessed, taking into account its financial position, past experience and other factors if no external credit ratings available for the customers. Individual risk limits are set based on internal or external ratings. The utilisation of credit limits is regularly monitored. The Group does not expect any losses from non-performance by these counterparties.

44 FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk

Cash flow forecasting is performed in the operating entities of the Group and aggregated by Group Treasury. Group Treasury monitors rolling forecasts of the Group's liquidity requirements to ensure it has sufficient cash to meet operational needs while maintaining sufficient headroom on its undrawn committed borrowing facilities at all times so that the Group does not breach borrowing limits or covenants (where applicable) on any of its borrowing facilities. Such forecasting takes into consideration the Group's debt financing plans, covenant compliance, compliance with internal balance sheet ratio targets and, if applicable external regulatory or legal requirements – for example, currency restrictions.

Surplus cash held by the operating entities over and above balance required for working capital management are transferred to the Group Treasury. Group Treasury invests surplus cash in interest bearing current accounts, time deposits, money market deposits and marketable securities, choosing instruments with appropriate maturities or sufficient liquidity to provide sufficient headroom as determined by the above-mentioned forecasts. The Group Treasury also considers the impact of discharging borrowings within the Group by relocating cash between subsidiaries whereby new borrowings are entered into whilst available cash is used to settle existing loans in a manner that reduces the Group's finance cost.

The table below analyses the Group's and Company's non-derivative financial liabilities into relevant maturity groupings based on the remaining period at the statements of financial position date to the contractual maturity date. As the amounts included in the table are contractual undiscounted cash flows, these amount will not reconcile to the amounts disclosed on the statement of financial position for borrowings debt instruments and trade and other payables.

	Less than 3 months RM'000	Between 3 months and 1 year RM'000	Between 1 – 2 years RM'000	Between 2 – 5 years RM'000	Total RM'000
Group					
At 31 December 2013					
Trade and other payables	355,476	–	–	–	355,476
RFRB*	3,713	3,713	153,713	–	161,139
CPMTN*	–	13,140	13,140	326,280	352,560
Hire purchase	545	2,174	1,327	–	4,046
Bankers' acceptance	35,098	–	–	–	35,098
Revolving credit	10,000	–	–	–	10,000
	404,832	19,027	168,180	326,280	918,319

44 FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk (continued)

	Less than 3 months RM'000	Between 3 months and 1 year RM'000	Between 1 – 2 years RM'000	Between 2 – 5 years RM'000	Total RM'000
Group					
At 31 December 2012					
Trade and other payables	340,210	–	279	–	340,489
Term loans*	2,384	187,795	–	–	190,179
RFRB*	3,713	3,713	7,425	153,713	168,564
CPMTN*	–	13,140	13,140	339,420	365,700
Hire purchase	1,521	3,423	2,787	1,255	8,986
Bankers' acceptance	26,940	–	–	–	26,940
Revolving credit	12,000	–	–	–	12,000
	386,768	208,071	23,631	494,388	1,112,858

* These also apply to the Company level liquidity profile. All other non-derivative financial liabilities of the Company are less than 3 months.

Capital risk management

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.

Consistent with others in the industry, the Group monitors capital on the basis of the gearing ratio. This ratio is calculated as debt divided by total equity. Net debt is calculated as total borrowings (including 'current and non-current borrowings' as shown in the consolidated statement of financial position). Total equity is calculated as 'equity' as shown in the consolidated statement of financial position.

During 2013, the Group's strategy was to maintain the gearing ratio within the limits allowed by covenants and an AA2 (CP) credit rating.

The Group and Company have complied with the capital requirement imposed by their borrowings.

44 FINANCIAL RISK MANAGEMENT (CONTINUED)

The AA2 (CP) credit rating has been maintained throughout 2012 until 2013. The gearing ratios as at 31 December 2013 and 2012 were as follows:

	2013 RM'000	2012 RM'000
Debt instruments (Note 16)	**450,454**	448,497
Interest bearing bank borrowings (Note 18)	**45,098**	225,940
Hire purchase (Note 21)	**3,814**	8,309
Total debt	**499,366**	682,746
Total equity	**1,676,329**	1,566,730
Gearing ratio	**0.30**	0.44

The decrease in the gearing ratio during 2013 was partly due to the redemption of Term Loan during the financial year (Note 18) and the result of share capital issuance arising from the exercise of ESOS and warrants (Note 11).

45 FAIR VALUE

(a) Fair value

The carrying amounts of cash and cash equivalents, short term receivables and payables and short term borrowings approximate fair values due to the relatively short term nature of these financial instruments.

The fair values of other financial assets and liabilities, together with the carrying amounts shown in the statement of financial position, are as follows:

	2013		2012	
	Carrying amount RM'000	Fair value RM'000	Carrying amount RM'000	Fair value RM'000
Group				
Investment in quoted shares ^	**2**	**2**	2	2
Investment in unquoted shares **	**2,413**	**2,413**	2,613	2,613
Investment properties ^^	**54,722**	**62,700**	62,056	66,300
Commercial paper medium term notes (non-current)*#	**300,036**	**303,315**	300,144	300,144
Redeemable fixed rate bonds*#	**150,418**	**151,120**	148,353	148,353

45 FAIR VALUE (CONTINUED)

(a) Fair value (continued)

* The fair value of these financial instruments has been estimated using future contractual cash flows discounted at current market interest rates available for similar financial instruments/loans.

^ The fair value of these items has been estimated using quoted market prices at financial position dates.

^^ The fair value of these items has been based on valuations by independent professional values as at financial position dates.

** The fair values of the unquoted shares are based on market value of the unlisted securities derived from arm's length transactions.

These also apply to the Company level financial liabilities.

(b) Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: Inputs for the assets or liability that are not based on observable market data (unobservable inputs).

Assets measured at fair value

Group	**Level 1 RM'000**	**Level 2 RM'000**	**Level 3 RM'000**	**Total RM'000**
2013				
Financial assets				
Investment in quoted shares	**2**	**–**	**–**	**2**
Investment in unquoted shares	**–**	**2,413**	**–**	**2,413**
	2	**2,413**	**–**	**2,415**
2012				
Financial assets				
Investment in quoted shares	2	–	–	2
Investment in unquoted shares	–	2,613	–	2,613
	2	2,613	–	2,615

45 FAIR VALUE (CONTINUED)

(c) Fair value hierarchy (continued)

Assets and liabilities with fair value disclosure

Group	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2013				
Assets				
Investment properties	**–**	**62,700**	**–**	**62,700**
Financial Liabilities				
Commercial paper medium term notes (non-current)*	**–**	**303,315**	**–**	**303,315**
Redeemable fixed rate bonds*	**–**	**151,120**	**–**	**151,120**
	–	**454,435**	**–**	**454,435**
2012				
Assets				
Investment properties	–	66,300	–	66,300
Financial Liabilities				
Commercial paper medium term notes (non-current)*	–	300,144	–	300,144
Redeemable fixed rate bonds*	–	148,353	–	148,353
	–	448,497	–	448,497

* These also apply to the Company level liabilities measured at fair value.

Supplementary Information Disclosed Pursuant to

Bursa Malaysia Securities Berhad

Listing Requirements

The following analysis of realised and unrealised retained profits/(accumulated losses) at the legal entity level is prepared in accordance with Guidance on Special Matter No. 1, Determination of Realised and Unrealised Profits or Losses in the Context of Disclosure Pursuant to Bursa Malaysia Securities Berhad Listing Requirements, as issued by the Malaysian Institute of Accountants whilst the disclosure at the Group level is based on the prescribed format by the Bursa Malaysia Securities Berhad.

	2013 RM'000	2012 RM'000
Retained profit of MPB (Realised)	**146,257**	95,007
Total accumulated losses of subsidiaries		
– Realised	**(279,331)**	(315,930)
– Unrealised	**18,318**	27,594
	(261,013)	(288,336)
Total share of retained profits from associated companies:		
– Realised	**12,943**	1,726
– Unrealised	**4,385**	6,534
	17,328	8,260
Total Group's accumulated losses (before consolidation adjustments)	**(97,428)**	(185,069)
Less: Consolidation adjustments	**230,588**	194,761
Total Group's retained earnings as per consolidated accounts	**133,160**	9,692

The disclosure of realised and unrealised profits/(losses) above is solely for compliance with the directive issued by the Bursa Malaysia Securities Berhad and should not be used for any other purpose.

Statement by Directors

Pursuant to Section 169(15) of the Companies Act, 1965

We, Datuk Johan Jaaffar and Dato' Amrin Awaluddin, two of the Directors of Media Prima Berhad, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 175 to 270 are drawn up so as to give a true and fair view of the state of affairs of the Group and of the Company as at 31 December 2013 and of the results and cash flows of the Group and of the Company for the financial year ended on that date in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and comply with the provisions of the Companies Act, 1965.

The supplementary information set out in page 271 to the financial statements have been compiled in accordance with the Guidance on Special Matter No. 1, *Determination of Realised and Unrealised Profits or Losses in the Context of Disclosures Pursuant to Bursa Malaysia Securities Berhad Listing Requirements*, issued by the Malaysian Institute of Accountants.

Signed on behalf of the Board of Directors in accordance with their resolution dated 20 February 2014.

DATUK JOHAN JAAFFAR
CHAIRMAN

DATO' AMRIN AWALUDDIN
GROUP MANAGING DIRECTOR

Statutory Declaration

Pursuant to Section 169(16) of the Companies Act, 1965

I, Mohamad Ariff bin Ibrahim, the Officer primarily responsible for the financial management of Media Prima Berhad, do solemnly and sincerely declare that the financial statements set out on pages 175 to 270 are, in my opinion, 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.

MOHAMAD ARIFF BIN IBRAHIM
GROUP CHIEF FINANCIAL OFFICER

Subscribed and solemnly declared by the above named Mohamad Ariff bin Ibrahim, at Petaling Jaya, Malaysia on 20 February 2014, before me.

COMMISSIONER FOR OATHS

Independent Auditors' Report

to the Members of Media Prima Berhad
(Incorporated in Malaysia) (Company No: 532975 A)

REPORT ON THE FINANCIAL STATEMENTS

We have audited the financial statements of Media Prima Berhad on pages 175 to 270 which comprise the statements of financial position as at 31 December 2013 of the Group and of the Company, and the statements of comprehensive income, changes in equity and cash flows of the Group and of the Company for the financial year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on Notes 1 to 45.

Directors' Responsibility for the Financial Statements

The directors of the Company are responsible for the preparation of financial statements so as to give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 1965 in Malaysia. The directors are also responsible for such internal control as the directors determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with approved standards on auditing in Malaysia. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of financial statements that give a true and fair view 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the Group and of the Company as of 31 December 2013 and of their financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the Companies Act, 1965 in Malaysia.

Independent Auditors' Report

to the Members of Media Prima Berhad
(Incorporated in Malaysia) (Company No: 532975 A)

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act, 1965 in Malaysia, we also report the following:

(a) In our opinion, the accounting and other records and the registers required by the Act to be kept by the Company and its subsidiaries of which we have acted as auditors have been properly kept in accordance with the provisions of the Act.

(b) We have considered the financial statements and the auditors' reports of all the subsidiaries of which we have not acted as auditors, which are indicated in Note 26 to the financial statements.

(c) We are satisfied that the financial statements of the subsidiaries that have been consolidated with the Company's financial statements are in form and content appropriate and proper for the purposes of the preparation of the financial statements of the Group and we have received satisfactory information and explanations required by us for those purposes.

(d) The audit reports on the financial statements of the subsidiaries did not contain any qualification or any adverse comment made under Section 174(3) of the Act.

OTHER REPORTING RESPONSIBILITIES

The supplementary information set out on page 271 is disclosed to meet the requirement of Bursa Malaysia Securities Berhad and is not part of the financial statements. The directors are responsible for the preparation of the supplementary information in accordance with Guidance on Special Matter No. 1, Determination of Realised and Unrealised Profits or Losses in the Context of Disclosure Pursuant to Bursa Malaysia Securities Berhad Listing Requirements, as issued by the Malaysian Institute of Accountants ("MIA Guidance") and the directive of Bursa Malaysia Securities Berhad. In our opinion, the supplementary information is prepared, in all material respects, in accordance with the MIA Guidance and the directive of Bursa Malaysia Securities Berhad.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 174 of the Companies Act 1965 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

PRICEWATERHOUSECOOPERS
(No. AF: 1146)
Chartered Accountants

AZIZAN BIN ZAKARIA
(No. 2930/05/14(J))
Chartered Accountant

Kuala Lumpur
20 February 2014

Analysis of Shareholdings

Authorised Share Capital	RM2,000,000,000 dividend into 2,000,000,000 ordinary shares of RM1.00 each
Issued and Paid Up Share Capital	RM1,103,937,164 comprising 1,103,937,164 ordinary shares of RM1.00 each
Class of Shares	Ordinary Shares of RM1.00 each
No. of Shareholders	23,365
Voting Rights	One (1) vote per Ordinary Share

DISTRIBUTION OF SHAREHOLDINGS

as at 28 February 2014

Size of Shareholdings	No. of Shareholders	% of Shareholdings	No. of Shares	% of Issued Share Capital
1 – 99	4,900	20.97	195,713	0.02
100 – 1,000	9,937	42.53	4,881,899	0.44
1,001 – 10,000	7,317	31.32	22,606,334	2.05
10,001 – 100,000	928	3.97	23,509,977	2.13
100,001 to less than 5% of issued shares	280	1.20	670,637,662	60.75
5% and above of issued shares	3	0.01	382,105,579	34.61
Total	**23,365**	**100.00**	**1,103,937,164**	**100.00**

DIRECTORS' SHAREHOLDINGS

as at 28 February 2014

	Name of Directors	Total Shares	%
1.	Datuk Johan Bin Jaaffar	–	–
2.	Datuk Seri Fateh Iskandar Bin Tan Sri Dato' Mohamed Mansor	–	–
3.	Dato' Amrin Bin Awaluddin	–	–
4.	Datuk Shahril Ridza Bin Ridzuan	–	–
5.	Tan Sri Lee Lam Thye	–	–
6.	Tan Sri Dato' Seri Mohamed Jawhar	–	–
7.	Dato' Abdul Kadir Bin Mohd Deen	–	–
8.	Dato' Gumuri Bin Hussain	–	–
9.	Datuk Ahmad Bin Abd Talib, JP	64,200	0.01
10.	Lydia Anne Abraham	–	–
	Total	**64,200**	**0.01**

Analysis of Shareholdings

SUBSTANTIAL SHAREHOLDERS

as at 28 February 2014

	Names	No. of Issued Shares	% of Issued Shares
1.	Employees Provident Fund Board	185,281,043	16.78
2.	KAF Trustee Berhad KIFB for Gabungan Kesturi Sdn Bhd	123,024,270	11.14
3.	Amanah Raya Berhad	*123,024,270	11.14
4.	KAF Trustee Berhad KIFB for Altima, Inc	88,291,671	8.00
	Total	**396,596,984**	**35.92**

** Deemed interested by virtue of its 100% equity interest in Gabungan Kesturi Sdn Bhd*

TOP 30 SECURITIES ACCOUNT HOLDERS

as at 28 February 2014

	Names	No. of Issued Shares	% of Issued Shares
1.	Employees Provident Fund Board	185,281,043	16.78
2.	KAF Trustee Berhad KIFB for Gabungan Kesturi Sdn Bhd	123,024,270	11.14
3.	KAF Trustee Berhad KIFB for Altima, Inc	88,291,671	8.00
4.	Amanahraya Trustees Berhad Skim Amanah Saham Bumiputera	54,410,627	4.93
5.	Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for Public Regular Saving Fund (N14011940100)	39,693,820	3.60
6.	Kumpulan Wang Persaraan (Diperbadankan)	27,423,700	2.48
7.	Malaysia Nominees (Tempatan) Sendirian Berhad Great Eastern Life Assurance (Malaysia) Berhad (PAR 1)	25,446,980	2.31
8.	Citigroup Nominees (Tempatan) Sdn Bhd Exempt An for AIA Bhd	24,845,700	2.25
9.	HSBC Nominees (Asing) Sdn Bhd HSBC-FS for The Navis Asia Navigator Master Fund	20,450,200	1.85
10.	HSBC Nominees (Asing) Sdn Bhd HSBC BK PLC for Saudi Arabian Monetary Agency	18,643,900	1.69
11.	HSBC Nominees (Asing) Sdn Bhd BBH And Co Boston For GMO Emerging Domestic Opportunities Fund	18,259,100	1.65
12.	HSBC Nominees (Asing) Sdn Bhd BNY Brussels For Brooklawn House	16,349,357	1.48

TOP 30 SECURITIES ACCOUNT HOLDERS (CONTINUED)

as at 28 February 2014

	Names	No. of Issued Shares	% of Issued Shares
13.	HSBC Nominees (Asing) Sdn Bhd Exempt An For JPMorgan Chase Bank Luxembourg S.A	14,850,300	1.35
14.	HSBC Nominees (Asing) Sdn Bhd Exempt AN For JPMorgan Chase Bank, National Association (U.K)	13,942,395	1.26
15.	Amanahraya Trustees Berhad Public Growth Fund	11,965,000	1.08
16.	Cartaban Nominees (Tempatan) Sdn Bhd Exempt An For Eastspring Investments Berhad	11,614,760	1.05
17.	Pertubuhan Keselamatan Sosial	10,815,600	0.98
18.	HSBC Nominees (Asing) Sdn Bhd TNTC For Mondrian Emerging Markets Small Cap Equity Fund, L.P	9,956,500	0.90
19.	Cartaban Nominees (Asing) Sdn Bhd GIC Private Limited For Government of Singapore (C)	9,551,000	0.87
20.	HSBC Nominees (Asing) Sdn Bhd Exempt AN For JPMorgan Chase Bank, National Association (Norges BK Lend)	9,333,000	0.85
21.	Amanahraya Trustees Berhad Public Smallcap Fund	9,076,820	0.82
22.	HSBC Nominees (Asing) Sdn Bhd Exempt An For JPMorgan Chase Bank, National Association (U.S.A)	8,487,700	0.77
23.	Amanahraya Trustees Berhad Public Sector Select Fund	8,377,100	0.76
24.	DB (Malaysia) Nominee (Asing) Sdn Bhd SSBT Fund NP9Q for Ontario Teachers' Pension Plan Board	7,770,314	0.70
25.	HSBC Nominees (Asing) Sdn Bhd HSBC-FS for Arohi Emerging Asia Master Fund	7,755,157	0.70
26.	Cartaban Nominees (Asing) Sdn Bhd BBH (LUX) SCA For Fidelity Funds Asean	7,456,700	0.68
27.	HSBC Nominees (Tempatan) Sdn Bhd HSBC (M) Trustee Bhd For RHB-OSK KidSave Trust (3621)	7,188,000	0.65
28.	HSBC Nominees (Asing) Sdn Bhd BNY Brussels For Wisdomtree Emerging Markets Equity Income Fund	7,177,731	0.65
29.	Citigroup Nominees (Asing) Sdn Bhd CBNY For DFA Emerging Markets Small Cap Siries	6,973,103	0.63
30.	HSBC Nominees (Asing) Sdn Bhd Exempt AN For The Bank Of New York Mellon (Mellon Acct)	6,493,250	0.59
	Total	**810,904,798**	**73.45**

Analysis of Warrant Holdings

Number of Outstanding Warrants	66,681,387
Exercise Price of Warrants	RM1.80
Exercise Period of Warrants	31 December 2009 to 31 December 2014
Voting Rights at Meetings of Warrants Holders	One (1) vote per Warrant

DISTRIBUTION OF WARRANTHOLDINGS

as at 28 February 2014

Size of Shareholdings	No. of Warrant-holders	% of Warrant-holdings	No. of Warrants	% of Issued Warrants Capital
1 – 99	20,334	85.12	459,881	0.69
100 – 1,000	3,015	12.62	925,787	1.39
1,001 – 10,000	441	1.85	1,270,243	1.90
10,001 – 100,000	73	0.31	2,101,371	3.15
100,001 to less than 5% of issued warrants	22	0.09	5,799,434	8.70
5% and above of issued warrants	3	0.01	56,124,671	84.17
Total	**23,888**	**100.00**	**66,681,387**	**100.00**

DIRECTORS' WARRANTHOLDINGS

as at 28 February 2014

	Name of Directors	Total Warrants	%
1.	Datuk Johan Bin Jaaffar	–	–
2.	Datuk Seri Fateh Iskandar Bin Tan Sri Dato' Mohamed Mansor	–	–
3.	Dato' Amrin Bin Awaluddin	–	–
4.	Datuk Shahril Ridza Bin Ridzuan	–	–
5.	Tan Sri Lee Lam Thye	–	–
6.	Tan Sri Dato' Seri Mohamed Jawhar	–	–
7.	Dato' Abdul Kadir Bin Mohd Deen	–	–
8.	Dato' Gumuri Bin Hussain	–	–
9.	Datuk Ahmad Bin Abd Talib, JP	–	–
10.	Lydia Anne Abraham	–	–
	Total	**–**	**–**

SUBSTANTIAL WARRANTHOLDERS

as at 28 February 2014

	Names	Number of Warrants	%
1.	KAF Trustee Berhad KIFB for Altima, Inc	27,509,927	41.26
2.	KAF Trustee Berhad KIFB for Lagmuir Holdings Ltd	25,099,600	37.64
3.	KAF Trustee Berhad KIFB for Gabungan Kesturi Sdn Bhd	3,515,144	5.27
	Total	**56,124,671**	**84.17**

TOP 30 WARRANTHOLDERS

as at 28 February 2014

	Names	Warrantholding	%
1.	KAF Trustee Berhad KIFB for Altima, Inc	27,509,927	41.26
2.	KAF Trustee Berhad KIFB for Lagmuir Holdings Ltd	25,099,600	37.64
3.	KAF Trustee Berhad KIFB Gabungan Kesturi Sdn Bhd	3,515,144	5.27
4.	HDM Nominees (Asing) Sdn Bhd DBS Vickers Secs (S) Pte Lte for The Gilpin Fund Limited	904,900	1.35
5.	CIMSEC Nominees (Tempatan) Sdn Bhd CIMB Bank for Mohammed Amin Bin Mahmud (MM1004)	590,256	0.88
6.	Cartaban Nominees (Tempatan) Sdn Bhd Exempt AN for Eastspring Investment Berhad	527,577	0.79
7.	Toh Yew Keong	430,367	0.64
8.	Cartaban Nominees (Asing) Sdn Bhd GIC Private Limited for Government of Singapore (C)	399,440	0.60
9.	Kenanga Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Gan Eng Liong	313,000	0.47
10.	Affin Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Ong Aik Lin	231,428	0.35
11.	Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for CIMB-Principal Strategic Bond Fund	230,100	0.35
12.	Toh Yew Keong	230,000	0.34

Analysis of Warrant Holdings

TOP 30 WARRANTHOLDERS (CONTINUED)

as at 28 February 2014

	Names	Warrantholding	%
13.	RHB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Ong Aik Lin	204,900	0.31
14.	Lim Jit Hai	197,101	0.30
15.	Affin Nominees (Tempatan) Sdn Bhd Pledged Securities Account for How Kim Lian (HOW0026C)	180,000	0.27
16.	Affin Nominees (Tempatan) Sdn Bhd Pledged Securities Account for How Kim Lian (HOW0113M)	178,285	0.27
17.	RHB Nominees (Tempatan) Sdn Bhd Ong Aik Lin	150,000	0.22
18.	Affin Nominees (Asing) Sdn Bhd Pledged Securities Account for Siz Ventures Limited (SIZ0001C)	142,000	0.21
19.	AIBB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Cheong Chen Yue	140,000	0.21
20.	Cartaban Nominees (Asing) Sdn Bhd GIC Private Limited for Monetary Authority of Singapore (H)	136,016	0.20
21.	RHB Nominees (Tempatan) Sdn Bhd RHB Asset Management Sdn Bhd for Telekom Malaysia Berhad (C)	130,806	0.20
22.	Alliancegroup Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Tan Kien Lin (8052561)	127,400	0.19
23.	HSBC Nominees (Asing) Sdn Bhd Exempt AN for JP Morgan Chase Bank, National Association (Norges BK Lend)	126,572	0.19
24.	Minister of Finance	118,286	0.18
25.	Litian Realty Sdn Bhd	111,000	0.17
26.	HLIB Nominees (Tempatan) Sdn Bhd Hong Leong Bank Bhd For Lam Ee Hiung	85,400	0.13
27.	Summit Holdings Sdn Bhd	84,000	0.13
28.	Tan Mei Ying	70,200	0.11
29.	Tan Jock	68,571	0.10
30.	Public Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Teo Toa Tee @ Teo Meng Siang (E-TMR)	67,100	0.10
	Total	**62,299,376**	**93.43**

List of Properties Held by the Group and Usage of Properties

Location	Type	Tenure	Date of Acquisition	Area	Description	Approximate Age of Buildings (Years)	Net book Value (RM) 2013
Lot 2494, Mukim Peringat Daerah Peringat Kampung Parit Kota Bharu, Kelantan	Freehold	–	16-Aug-87	0.7039 ha	Television transmission station	23	180,655
Lot 374, Block 12 Miri Concession Land District Km 3, Jalan Miri-Bintulu Miri, Sarawak	Leasehold	60 years Expiry: 2053	08-Apr-93	0.4815 ha	Television transmission station	18	101,725
Pangsapuri Greenpark Block B, Jalan Awan Pintal Pangsapuri Taman Hijau 58200 Kuala Lumpur	Freehold	–	25-Jun-96	1 unit x 1,232 sq ft	Condominium	12	160,166
Sri Intan Condominium No. 2, Jalan Terolak 6 Off Jalan Batu 5, Jalan Ipoh 51200 Kuala Lumpur	Freehold	–	21-Aug-96	1 unit x 2,220 sq ft	Condominium	13	349,548
Commerce Square Batu 10 Jalan Kelang Lama SS8/1 Petaling Jaya Selatan Mukim Damansara Petaling, Selangor	Leasehold	99 years Expiry: 2091	30-May-01	1 unit x 2,963 sq ft 1 unit x 3,130 sq ft	Commercial building Commercial building	12 12	1,220,015
Lembah Beringin P.T. No 2133 Mukim Sungai Gumut Daerah Hulu Selangor Selangor	Freehold	–	27-Jul-99	1 unit x 43,560 sq ft	Residential land	11	130,000
Lembah Beringin P.T. No 2134 Mukim Sungai Gumut Daerah Hulu Selangor Selangor	Freehold	–	27-Jul-99	1 unit x 53,561 sq ft	Residential land	11	149,721
Lembah Beringin Lot No. 60 Mukim Sungai Gumut Daerah Hulu Selangor Selangor	Freehold	–	21-Sep-04	1 unit x 10,934 sq ft	Residential land	6	112,142
Lembah Beringin Lot No. 61 Mukim Sungai Gumut Daerah Hulu Selangor Selangor	Freehold	–	21-Sep-04	1 unit x 10,955 sq ft	Residential land	6	112,415

List of Properties Held by the Group and Usage of Properties

Location	Type	Tenure	Date of Acquisition	Area	Description	Approximate Age of Buildings (Years)	Net book Value (RM) 2013
Putrajaya Precinct 8 Phase 5A Unit C-3A-3A Level 4 (Tingkat 3) Block C Pusat Pentadbiran Kerajaan Persekutuan Putrajaya	Freehold	–	22-Dec-00	1,351 sq ft	Commercial building	10	114,641
Summerset Resort Unit No: D120 Unit No: D124 Unit No: GS-01-11 Unit No: D108 Mukim Rompin Daerah Rompin Negeri Pahang	Leasehold	99 years Expiry: 2094	 12-Dec-02 12-Dec-02 12-Dec-02 04-May-04	 1,455 sq ft 1,455 sq ft 377 sq ft 1,500 sq ft	 Holiday Bungalow Holiday Bungalow Studio Holiday Bungalow	 8 8 8 6	 273,426 254,401 121,245 285,463
Lot No. 2344/45 Puncak Alam Mukim of Jeram, Selangor	Freehold	–	09-Aug-06	4,292 sq ft	Double storey terrace	4	253,178
Glomac City Sdn Bhd D-09-2, Plaza Glomac No. 6 Jalan SS 7/19 Kelana Jaya 47301 Petaling Jaya Selangor	Leasehold	99 years Expiry: 2103	01-Jun-09	1,292 sq ft	1 unit shop office	4	394,809
Lot 2B-4-20 & 2B-4-21 Kompleks Tun Abdul Razak Geogetown, Penang	Leasehold	99 years Expiry: 2093	31-May-95	7,316 sq ft	Cineplex	15	1
Damai Laut Holiday Apartments Lot F2-01-03A & Lot F2-GF-03A Jalan Titi Panjang 32200 Lumut, Perak	Freehold	–	05-Aug-97	2 lots x 981 sq ft	Apartment	12	2
Lot No. 2.30 Lot No. 2.31 Lot No. 2.32 Summit Centre Shopping Complex Mines Wonderland Seri Kembangan Petaling, Selangor	Leasehold Leasehold Leasehold	99 years Expiry: 2093	15-Sep-04 15-Sep-04 15-Sep-04	603.88 mts 603.88 mts 596.99 mts	Commercial building Commercial building Commercial building	6 6 6	1 1 1

List of Properties Held by the Group and Usage of Properties

Location	Type	Tenure	Date of Acquisition	Area	Description	Approximate Age of Buildings (Years)	Net book Value (RM) 2013
Lot 159 & 160 Jalan Jurubina U1/18 Seksyen U1 Hicom Glenmarie Industrial Park, 40150 Shah Alam Selangor	Freehold	–	12-Nov-96	80,063 sq ft	Commercial land	–	7,093,700
Lot 7/9 Jalan Jurubina U1/18 Seksyen U1 Hicom Glenmarie Industrial Park, 40150 Shah Alam Selangor	Freehold	–	12-Nov-96	7,562 sq ft	Commercial building	–	6,315,024
No. 9-2b Jalan Desa 9/4 Bandar Country Homes 48000 Rawang, Selangor	Freehold	–	28-Dec-98	695 sq ft	Office Unit	12	38,103
31, Jalan Riong Off Jalan Bangsar Kuala Lumpur	Freehold	–	1972	7,820 sq. mts	Head Office and printing plant	40	6,244,114
9, Jalan Liku Kuala Lumpur	Freehold	–	1986	6,900 sq. mts	Printing plant extension	21	52,442,702
Lot No. 323, 324 & 325 Jalan Bangsar Utama 1 Bangsar Utama 59000 Kuala Lumpur	Leasehold	99 years Expiry: 2085	1994	1,859 sq. mts	5 - storey shop office	26	10,066,273
No.16, Jalan U8/88 Bukit Jelutong Industrial Park, 40000 Shah Alam Selangor	Freehold	–	1995	141,691 sq. mts	Regional printing plant	12	99,548,255
24, Jalan SS2/61 Petaling Jaya, Selangor	Freehold	–	1981	565 sq. mts	3 1/2 - storey	31	3,240,000
Lot 33 Jalan Sultan Mohamed 1 Jalan Lebuh 1 Kawasan Perindustrian Bandar Sultan Sulaiman Pelabuhan Klang Utara Klang, Selangor	Leasehold	99 years Expiry: 2091	1991	12,746 sq.	Warehouse	21	12,807,407
Leisure Commerce Square Blk B-3A-02, 04, 05, 06 07, 08, 10, 12 & 14 Jalan PJS 8/9 Petaling Jaya, Selangor	Leasehold	99 years Expiry: 2095	1999	715 sq. mts	Office space	13	1,581,153

List of Properties Held by the Group and Usage of Properties

Location	Type	Tenure	Date of Acquisition	Area	Description	Approximate Age of Buildings (Years)	Net book Value (RM) 2013
Leisure Commerce Square Blk A-04-01 & 02 Jalan PJS 8/9 Petaling Jaya, Selangor	Leasehold	99 years Expiry: 2095	1999	360 sq. mts	Office space	13	746,682
Unit B-3-12A, Fasa 3C Pesona Apartment Jalan Seksyen 3/1A Taman Kajang Utama 43000 Kajang, Selangor	Freehold	–	2000	96 sq. mts	Walk-up apartment	12	114,462.00
Lot 322 & 323 Prai Industrial Estate Seberang Perai Tengah Pulau Pinang	Leasehold	99 years Expiry: 2039	1978	14,600 sq. mts	Regional printing plant	34	1,442,824
Mukim 1 Kawasan Perusahaan Prai, Seberang Prai Pulau Pinang	Leasehold	99 years Expiry: 2035	1998	8,100 sq. mts	Regional printing plant	12	16,676,077
No.33 Jalan Sultan Ahmad Shah Pulau Pinang	Freehold	–	1992	657 sq. mts	2 1/2-detached office block	20	6,403,226
Lot T2 & T3 Kawasan Zon Perdagangan Bebas, Senai, Johor	Leasehold	99 years Expiry: 2043	1978	73,700 sq. mts	Regional printing plant	33	4,038,567
Lot PL02 Kawasan Zon Perdagangan Bebas, Senai, Johor	Leasehold	99 years Expiry: 2043	1997	62,560 sq. mts	Regional printing plant extension	15	19,239,181
Lot 11141 Tampoi Commercial Centre Johor Bahru, Johor	Leasehold	99 years Expiry:2081	1990	830 sq. mts	3-storey shophouse	22	933,803
Kawasan Perindustrian Ajil Hulu Terengganu, Terengganu	Leasehold	60 years Expiry: 2057	1998	58,436 sq. mts	Regional printing plant	12	25,875,167
No. 1107-U, Jalan Pejabat Kuala Terengganu Terengganu	Freehold	–	1981	452 sq. mts	3-storey shophouse	31	1,250,500
235, Jalan Taman Taman Melaka Raya, Melaka	Leasehold	99 years Expiry: 2075	1981	381 sq. mts	3-storey shophouse	31	906,154

List of Properties Held by the Group and Usage of Properties

Location	Type	Tenure	Date of Acquisition	Area	Description	Approximate Age of Buildings (Years)	Net book Value (RM) 2013
No.89, Jalan Toman 5 Kemayan Square Off Jalan Sg.Ujong Seremban, Negeri Sembilan	Freehold	–	1997	699 sq. mts	3-storey corner shophouse	15	550,000
Lot 1024, Mukim Sri Rusa Bt. 8 3/4, Jalan Pantai Teluk Kemang, Port Dickson Negeri Sembilan	Freehold	–	1990	5,974 sq. mts	3 storey condominium with training and recreation facility	21	4,548,359
Lot G-14 Bangunan Sri Kinta Ipoh, Perak	Freehold	–	1982	420 sq. mts	Ground floor, 13-storey complex	30	600,000
Lot No. 219, Muar Cottage Lady Maxwell Road Fraser's Hill, Pahang	Freehold	–	1979	2,651 sq. mts	Holiday Bungalow	33	548,606
Lot 9, Taman Kayangan Fraser's Hill, Pahang	Leasehold	Expiry: 2051	1990	4,103 sq. mts	Vacant land	–	92,308
Lot 78, Tingkat Bawah Kompleks Alor Setar Alor Setar, Kedah	Leasehold	99 years Expiry: 2083	1988	101 sq. mts	Ground Floor, 3-storey shophouse	24	190,822
Lot 79, Kompleks Alor Setar Alor Setar, Kedah	Leasehold	99 years Expiry: 2083	1986	130 sq. mts	3-storey shophouse	26	397,945
Lot 80, Kompleks Alor Setar Alor Setar, Kedah	Leasehold	Expiry: 2083	1986	499 sq. mts	3-storey shophouse	26	632,877
Lot 184, Jln Kuala Krai Kota Bharu, Kelantan	Leasehold	Expiry: 2061	1995	520 sq. mts	3 1/2-storey shop house	17	828,235
Lot 65, Block G, Asia City Kota Kinabalu, Sabah	Freehold	–	1996	446 sq. mts	4-storey shophouse	16	1,234,286
Lok Kawi, District of Papar Kota Kinabalu, Sabah	Leasehold	Expiry: 2042	1996	10,411 sq. mts	Vacant land – Proposed for printing plant	–	1,264,516
7, Wyndham Mews London W1	Freehold	–	1979	–	Residential house	33	4,672,775
108, Whitehall Court, London SW1	Leasehold	Expiry: 2086	1976	–	Apartment	36	3,627,115

Corporate Information

BOARD OF DIRECTORS

Datuk Johan Bin Jaaffar*
Chairman

Datuk Seri Fateh Iskandar Bin Tan Sri Dato' Mohamed Mansor**
Deputy Chairman

Dato' Amrin Bin Awaluddin
Group Managing Director

Datuk Shahril Ridza Bin Ridzuan***

Tan Sri Lee Lam Thye*

Tan Sri Dato' Seri Mohamed Jawhar*

Dato' Abdul Kadir Bin Mohd Deen*

Dato' Gumuri Bin Hussain*

Datuk Ahmad Bin Abd Talib, JP

Lydia Anne Abraham*

* Independent Non-Executive Director
** Deputy Chairman and Senior Independent Non-Executive Director
*** Non-Independent Non-Executive Director

AUDIT COMMITTEE MEMBERS

Chairman
Dato' Gumuri Bin Hussain*

Members
Tan Sri Lee Lam Thye*

Tan Sri Dato' Seri Mohamed Jawhar*

Dato' Abdul Kadir Bin Mohd Deen*

* Independent Non-Executive Director

COMPANY SECRETARY

Jessica Tan Say Choon
(MAICSA 7057849)

REGISTERED OFFICE

Media Prima Berhad
Balai Berita, Anjung Riong
No. 31, Jalan Riong, Bangsar
59100 Kuala Lumpur
Tel: 1300 300 672
Fax: 03 2282 0806

REGISTRAR

Symphony Share Registrars Sdn Bhd
Level 6, Symphony House
Pusat Dagangan Dana 1
Jalan PJU 1A/46
47301 Petaling Jaya
Selangor Darul Ehsan
Tel: 03 7841 8000/7849 0777
Fax: 03 7841 8151/8152

AUDITORS

PricewaterhouseCoopers
Level 10, 1 Sentral Jalan Travers
Kuala Lumpur Sentral
P. O. Box 10192
50706 Kuala Lumpur
Tel: 03 2173 1188
Fax: 03 2173 1288

SOLICITORS

M/s TH Liew & Partners
Advocates & Solicitors
Level 3, Block B, Plaza Damansara
No. 45, Medan Setia 1
Bukit Damansara
50490 Kuala Lumpur
Tel: 03 2089 5000
Fax: 03 2089 5001

M/s Raja Riza & Associates
Advocates & Solicitors
Suite 11-3A, Level 11
Wisma UOA II
No. 21, Jalan Pinang
50450 Kuala Lumpur
Tel: 03 2711 8118
Fax: 03 2163 3464

BANKER

Malayan Banking Berhad
No 2, Lorong Rahim Kajai 14
Taman Tun Dr Ismail
60000 Kuala Lumpur
Tel: 03 7727 9459
Fax: 03 7729 2770

MEDIA PRIMA BERHAD

Datuk Johan Jaaffar
Chairman

Dato' Amrin Awaluddin
Group Managing Director

Mohamad Ariff Ibrahim
Group Chief Financial Officer

Datuk Ahmad Bin A. Talib, JP
Group Advisor
Corporate Social Responsibility

Ahmad Izham Omar
Chief Executive Officer
Television Networks
Chief Executive Officer
Primeworks Studios Sdn Bhd

Mohammad Azlan Abdullah
Chief Executive Officer
The New Straits Times Press (M) Berhad

Jeff Cheah See Heong
Chief Executive Officer
BigTree Outdoor Sdn Bhd

Seelan Paul
Chief Executive Officer
Radio Networks
Chief Operating Officer
Television Networks

Dato' Zainul Arifin Mohammed Isa
Chief Executive Officer
Media Prima Digital

Datuk Kamal Khalid
Chief Operating Officer
Group Shared Services

Shareen Ooi Bee Hong
Group Chief Marketing Officer
Integrated Marketing

Datuk Shaharudin Abd. Latif
Director
News & Editorial Operations

Dato' Goh Hin San
Advisor, Chairman's office

Zuraidah Atan
Group Chief Technology Officer

Zafrul Shastri Hashim
Group General Manager
Group Legal & Secretarial

Jessica Tan Say Choon
Group Company Secretary

Sere Mohammad Mohd Kasim
Group General Manager
Group Corporate Governance

Mohd Hisham Md Shazli
Group General Manager
Group Risk Management

Tuan Hj Zulkifli Hj Mohd Salleh
Group General Manager
Group Stakeholder Management
& Regulatory Affairs

Laili Hanim Mahmood
Group General Manager,
Stakeholder Management
& Regulatory Affairs

Nor Arzlin Redzwan
Group General Manager
Group Human Resources

Azlan Abdul Aziz
Group General Manager
Group Corporate Communications

Farnida Ngah
General Manager
Finance
Group Financial Reporting
& Tax Planning

Rosli Sabarudin
General Manager
Finance
Treasury & Financial Operations

Datin Nyarose Mohd Jaafar
General Manager
Management Services

Marzina Ahmad
General Manager
Research

Datuk Mohd Ashraf Abdullah
Group Managing Editor
News & Current Affairs
Television Networks

Dato' Manja Ismail
Deputy Group Managing Editor
News & Current Affairs
Television Networks

Sofwan Mahmood
Group General Manager
News Operations
TV & Radio Networks

Nadhirah Abdullah @ Dorothy Ak Empam
Group General Manager
Client Services
Television Networks

Fatima Mustafa
General Manager
Client Services TV3 & TV9
Television Networks

Julia Koh
General Manager
Client Services ntv7 & 8TV
Television Networks

Dr Ahmad Zaki Mohd Salleh
Group General Manager
Engineering
Television Networks

Abdul Rashid Malik Khushi Muhammad
Group General Manager
Airtime Management Group
Television Networks

Cheah Cheng Imm
General Manager
Acquisition & Content Management
Television Networks

Halim Mas'od
General Manager
Project Management
Television Networks

Nini Yusof
Group General Manager
Creative Marketing & Communications
Television Networks

Farah Shamsudin
General Manager
Creative Marketing
Television Networks

Douglas Khoo Hong Seng
Creative Director
Creative Services
Television Networks

Suhaimi Sheikh Muhamad
General Manager
Corporate Finance & Investor Relations

Shariman Zainal Abidin
General Manager
Chairman's Office

SISTEM TELEVISYEN MALAYSIA BERHAD

Sherina Mohamad Nordin
Group General Manager
TV3/TV9

Siti Nurlisia Mohd Nadzri
General Manager
Programming
TV3

CH-9 MEDIA SDN BHD

Sherina Mohamad Nordin
Group General Manager
TV3/TV9

Zurina Othman
General Manager
TV9

Corporate Information

NATSEVEN TV SDN BHD

Nur Airin Zainul
Group General Manager
ntv7 & 8TV

Emilya Suzana Ab. Rahim
General Manager
Brand Management Group

Lai Cheah Yee
Manager, Chinese Brand

METROPOLITAN TV SDN BHD

Nur Airin Zainul
Group General Manager
ntv7 & 8TV

Goh Ling Ling
General Manager
Brand Management Group

PRIMEWORKS STUDIOS SDN BHD

Ahmad Izham Omar
Chief Executive Officer

Azhar Borhan
Group General Manager
Production & Operations

Abdull Aziz Ismail
General Manager
Magazine & Documentary

Tengku Iesta Tengku Alaudin
General Manager
Film Production & Corporate Affairs

Mas Ayu Ali
General Manager
Chinese Entertainment

Sunil Kumar
General Manager
Entertainment & Musical

Hemanathan Paul
General Manager
Entertainment, Drama & Sports

Datin Jacynta Au Yong Yim San
Manager
Artistes & Talent Management

SYNCHROSOUND STUDIO SDN BHD/MAX-AIRPLAY SDN BHD/ ONE FM RADIO SDN BHD

Seelan Paul
Chief Executive Officer
Radio Networks

Anida Mohd Tahrim
Group General Manager
Radio Networks

Mohd Akhmal Andak
Manager
Network Engineering

Elaine Lee Yee Lim
Head of Marketing

MEDIA PRIMA DIGITAL

Dato' Zainul Arifin Mohammed Isa
Chief Executive Officer
Media Prima Digital

Lam Swee Kim
Group General Manager
Media Prima Digital

Paul Moss
General Manager
Product & Innovation
Media Prima Digital

BIG TREE OUTDOOR SDN BHD

Jeff Cheah See Heong
Chief Executive Officer
BigTree Outdoor Sdn Bhd

Mohamad Shukor Ariffin
General Manager
Operations

Nuraini Hamid
General Manager
Finance

Shirley Gan
General Manager
Corporate Services

Alex Yew Wai Sung
Director of Operations

THE NEW STRAITS TIMES PRESS (MALAYSIA) BERHAD

Mohammad Azlan Abdullah
Chief Executive Officer
The New Straits Times Press (M) Berhad

Datuk Abdul Jalil Hamid
Group Managing Editor
The New Straits Times Press (M) Berhad

Abdul Rashid Yusof
Deputy Group Editor
New Straits Times

Mahfar Ali
Group Editor, Berita Harian

Datuk Mustapa Omar
Group Editor, Harian Metro

Abd Wahab Mohamad
Director of Properties
Admin & Branch Operation

Aszman Kasmani
General Manager
Production

Abdul Hamid Abdullah
General Manager
Finance

Tasman Harith Ismail
General Manager
Newspaper Sales & Distribution

Jeannie Leong Lee Eu
General Manager
Advertisement

Putri Shireen Syed Othman
General Manager
Marketing

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the

THIRTEENTH (13TH) ANNUAL GENERAL MEETING OF MEDIA PRIMA BERHAD

("the Company") will be held at the Topaz Ballroom (Level G), One World Hotel, First Avenue, Bandar Utama City Centre, 47800 Petaling Jaya, Selangor, Malaysia on Wednesday, 23 April 2014 at 10.00 a.m. for the following purposes:-

AGENDA

ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2013 together with the Reports of the Directors and Auditors thereon. — **Please refer to Explanatory Note (i)**

2. To approve the payment of a final single-tier dividend of 5.0 sen per ordinary share for the financial year ended 31 December 2013. — **Resolution 1**

3. To re-elect the following Directors who retire in accordance with Article 100 of the Company's Articles of Association:-

   (i) Datuk Shahril Ridza Bin Ridzuan — **Resolution 2**
   (ii) Tan Sri Dato' Seri Mohamed Jawhar — **Resolution 3**
   (iii) Dato' Gumuri Bin Hussain — **Resolution 4**

4. To re-elect Lydia Anne Abraham who retires in accordance with Article 105 of the Company's Articles of Association. — **Resolution 5**

5. To consider and if thought fit, pass the following resolution in accordance with Section 129(6) of the Companies Act 1965:- — **Resolution 6**

   (i) "That Dato' Abdul Kadir Bin Mohd Deen who retires pursuant to Section 129 (2) of the Companies Act 1965, be and is hereby re-appointed as Director of the Company to hold office until the conclusion of the next annual general meeting of the Company."

6. To approve the payment of Directors' fees of RM442,069.00 for the financial year ended 31 December 2013. — **Resolution 7**

7. To re-appoint Messrs PricewaterhouseCoopers as Auditors of the Company and to authorise the Board of Directors to determine their remuneration. — **Resolution 8**

SPECIAL BUSINESS

To consider and if thought fit, pass the following Ordinary Resolutions with or without modifications:-

8. **Proposed Retention of Independent Director in accordance with Recommendation 3.3 of the Malaysian Code on Corporate Governance 2012** — **Resolution 9**

   "THAT Tan Sri Lee Lam Thye who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, be and is hereby retained as an Independent Non-Executive Director of the Company".

9. **Proposed Renewal of Share Buy-Back Authority** **Resolution 10**

"THAT, subject to the provisions of the Companies Act, 1965, the Articles of Association of the Company, Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements and the approvals of all relevant government and/or regulatory authorities, the Company be and is hereby authorised to purchase such number of ordinary shares of RM1.00 each of the Company ("Proposed Share Buy-back") as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit in the interest of the Company provided that the aggregate number of Shares to be purchased pursuant to this resolution does not exceed ten per cent (10%) of the total issued and paid-up share capital for the time being of the Company and an amount not exceeding the Company's retained profits and/or share premium of the Company be allocated by the Company for the Proposed Share Buy-Back;

THAT at the discretion of the Directors, upon such purchase by the Company of its own shares, the purchased shares will be cancelled and/or retained as treasury shares and subsequently be cancelled, distributed as dividends or resold on Bursa Securities;

THAT the directors be and are hereby empowered to do all acts and things and to enter into and execute all commitments, transactions, deeds, agreements, arrangements, undertakings, indemnities, transfers, assignments and/or guarantees as the Directors may deem fit and expedient in order to implement, finalise and give full effect to the Proposed Share Buy-Back with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments as may be required or imposed by any relevant authorities and/or any amendments, variations and/or modifications in the interest of the Company as may be approved by any relevant authorities if such approvals are required;

AND THAT the authority hereby given shall commence immediately upon the passing of this resolution and shall continue in force until:-

(i) the conclusion of the next Annual General Meeting ("AGM") of the Company at which time it will lapse, unless by ordinary resolution passed at the AGM, the authority is renewed either unconditionally or subject to conditions; or
(ii) the expiration of the period within which the next AGM after that date is required by law to be held; or
(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first but not so as to prejudice the completion of the purchase of its own shares by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of Bursa Securities Main Market Listing Requirements or any other relevant authorities."

10. To transact any other business of which due notice shall have been given.

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS ALSO HEREBY GIVEN that a final single-tier dividend of 5.0 sen per ordinary share for the financial year ended 31 December 2013, if approved by the shareholders at the Thirteenth (13th) Annual General Meeting, will be paid on 27 June 2014 to Depositors whose names appear in the Record of Depositors at the close of business on 6 June 2014.

A Depositor shall qualify for entitlement to the dividend only in respect of:-

a. shares transferred into the Depositor's Securities Account before 4.00 p.m. on 6 June 2014 in respect of transfers;

b. shares deposited into the Depositor's Securities Account before 12.30 p.m. on 4 June 2014 in respect of shares exempted from mandatory deposit; and

c. shares bought on Bursa Securities on a cum entitlement basis according to the Rules of Bursa Securities.

BY ORDER OF THE BOARD

TAN SAY CHOON (MAICSA 7057849)
Group Company Secretary

Kuala Lumpur
Date: 1 April 2014

Explanatory Notes

(i) Item 1 of the Agenda

The Audited Financial Statements in Agenda 1 is meant for discussion only as approval from shareholders is not required pursuant to the provision of Section 169(1) of the Companies Act, 1965. Hence, it will not be put for voting.

(ii) Resolution 6: Proposed Re-appointment of Director pursuant to Section 129(6) of the Companies Act 1965

The re-appointment of Dato' Abdul Kadir Mohd Deen, a person over the age of 70 years as a Director of the Company to hold office until the conclusion of the next annual general meeting of the Company shall take effect if the proposed Resolution 6 has been passed by a majority of not less than three-fourths (3/4) of such members as being entitled to vote in person, or where proxies are allowed, by proxy, at the 13th AGM.

(iii) Resolution 9: Proposed Retention of Independent Non-Executive Director in accordance with Recommendation 3.3 of the Malaysian Code on Corporate Governance 2012

The Nomination Committee and the Board have assessed the independence of Tan Sri Lee Lam Thye, who has served as Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, and have recommended for Tan Sri Lee Lam Thye to continue to act as Independent Non-Executive Director of the Company based on the following justifications:

a. He fulfills the criteria stated under the definition of Independent Director as defined in the Listing Requirements of Bursa Malaysia Securities Berhad and he is able to provide proper checks and balances thus bringing an element of objectivity to the Board of Directors.

b. Tan Sri Lee Lam Thye has vast experience in a diverse range of businesses and has an unerringly acute understanding of the socio-economic infrastructure of the nation. He currently serves as the Chairman of the National institute of Occupational Safety & Health under the Ministry of Human resource. He is also the Chairman of the SP Setia Foundation, Vice Chairman of the Malaysia Crime Prevention Foundation and Deputy Chairman of the National Unity Consultative Council. Previously he served as a Member of the Special Royal Commission, set up to enhance the operations and Management of the Royal Malaysian Police. He was also Chairman of the National Service Training Council and a former Member of the Malaysian

Notice of Annual General Meeting

Human Rights Commission. Before retiring from politics in 1990, Tan Sri Lee Lam Thye served as the State Legislative Assemblyman for Bukit Nenas, Selangor from 1969 to 1974 and from 1974 to 1990 as the Member of Parliament for Bandar Kuala Lumpur/Bukit Bintang.

c. Tan Sri Lee Lam Thye is a highly regarded social activist in the country with experience in broad areas of social services and community welfare. Based on this and his vast networking throughout the years, Tan Sri has been able to provide constructive opinions and exercise independent judgment and has the ability to act in the best interest of the Company.

d. He has always actively participated in Board and Board Committees discussions and has continuously provided an independent view to the Board.

e. He has the calibre, qualifications, experiences and personal qualities to consistently challenge management in an effective and constructive manner.

(iv) Resolution 10: Proposed Renewal of Share Buy-Back Authority

Please refer to the Statement to Shareholders dated 1 April 2014 for further information.

Notes:-

1. Only members whose names appear in the Record of Depositors on 16 April 2014 ("General Meeting Record of Depositors") shall be eligible to attend in person or appoint proxies to attend and/or vote on their behalf at the AGM.

2. A member of the Company who is entitled to attend and vote at this meeting is entitled to appoint not more than two (2) proxies to attend and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of a proxy and the provisions of Section 149(1)(b) of the Companies Act, 1965 shall not apply to the Company.

3. Where a member appoints two (2) proxies, the appointment shall be invalid unless the proportion of the shareholdings to be represented by each proxy is specified.

4. Where a member of the company 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 the exempt authorised nominee may appoint in respect of each omnibus account it holds.

5. The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly appointed under a power of attorney. In the case of a corporation, it shall be executed under its Common Seal or signed by its attorney duly authorised in writing or by an officer on behalf of the corporation.

6. Duly completed Proxy Form must be deposited at Symphony Share Registrars Sdn Bhd, Level 6, Symphony House, Pusat Dagangan Dana 1, Jalan PJU 1A/46, 47301 Petaling Jaya, Selangor, Malaysia not less than 48 hours before the time set for holding the meeting or any adjournment thereof.

Statement Accompanying Notice of

Annual General Meeting

Directors who are standing for re-election and re-appointment at the Thirteenth (13th) Annual General Meeting of Media Prima Berhad are:-

(i)	Datuk Shahril Ridza Bin Ridzuan	**(Resolution 2)**
(ii)	Tan Sri Dato' Seri Mohamed Jawhar	**(Resolution 3)**
(iii)	Dato' Gumuri Bin Hussain	**(Resolution 4)**
(iv)	Lydia Anne Abraham	**(Resolution 5)**
(v)	Dato' Abdul Kadir Bin Mohd Deen	**(Resolution 6)**

The details of the above Directors who are seeking re-election and re-appointment are set out in the "Board of Directors Profiles" which appear from pages 116 to 123 of the Annual Report.

Datuk Ahmad Abd Talib who is due to retire at the 13th Annual General Meeting, has opted not to offer himself for re-election.

The details of Directors' securities holdings in the Company are set out in the "Statement of Directors' Interests" which appear on pages 275 and 278 of the Annual Report.

Financial Calendar

20 FEBRUARY 2013
Announcement of the unaudited consolidated results for the 4th quarter ended 31 December 2012.

29 MARCH 2013
Announcement of a final single-tier dividend of 7.0 sen per ordinary share for the financial year ended 31 December 2012.

1 APRIL 2013
Issuance of the Notice of the 12th AGM of the Company together with the Annual Report for the financial year ended 31 December 2012 and Statement to Shareholders on renewal of Share Buy-Back Authority.

23 APRIL 2013
12th AGM of the Company.

7 MAY 2013
Announcement of the unaudited consolidated results for the 1st quarter ended 31 March 2013.

7 JUNE 2013
Date of entitlement to the final single-tier dividend of 7.0 sen per ordinary share for the financial year ended 31 December 2012.

28 JUNE 2013
Date of payment to the final single-tier dividend of 7.0 sen per ordinary share for the financial year ended 31 December 2012.

28 AUGUST 2013
Announcement of the unaudited consolidated results for the 2nd quarter ended 30 June 2013 and declaration of a first interim single-tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013.

13 SEPTEMBER 2013
Date of entitlement to the first interim single-tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013.

30 SEPTEMBER 2013
Date of payment to the first interim single-tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013.

18 NOVEMBER 2013
Announcement of the unaudited consolidated results for the 3rd quarter ended 30 September 2013 and declaration of a second interim single-tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013.

13 DECEMBER 2013
Date of entitlement to the second interim single-tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013.

30 DECEMBER 2013
Date of payment to the second interim single-tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013.

2014

20 FEBRUARY 2014
Announcement of the unaudited consolidated results for the 4th quarter ended 31 December 2013 and declaration of a third interim single-tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013.

10 MARCH 2014
Date of entitlement to the third interim single-tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013.

28 MARCH 2014
Date of payment to the third interim single-tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2013.

29 MARCH 2014
Announcement of a final single-tier dividend of 5.0 sen per share for the financial year ended 31 December 2013.

1 APRIL 2014
Issuance of the Notice of the 13th AGM of the Company together with the Annual Report for the financial year ended 31 December 2013 and Statement to Shareholders on renewal of Share Buy-Back Authority.

23 APRIL 2014
13th AGM of the Company.

6 JUNE 2014
Date of entitlement to the final single-tier dividend of 5.0 sen per ordinary share for the financial year ended 31 December 2013.

27 JUNE 2014
Date of payment to the final single-tier dividend of 5.0 sen per ordinary share for the financial year ended 31 December 2013.

media prima

(Company No: 532975 A)
(Incorporated in Malaysia)

CDS Account No	
Number of Ordinary Share(s) held	

Proxy Form

I/We _____

(FULL NAME OF SHAREHOLDER AS PER NRIC/CERTIFICATE OF INCORPORATION IN CAPITAL LETTERS)

NRIC No./Company No. _____ of _____

_____

(FULL ADDRESS)

being a member of MEDIA PRIMA BERHAD hereby appoint:

First Proxy

Full Name of Proxy in capital letters		Proportion of shareholdings	
		Number of shares	Percentage (%)
NRIC Number			

and/or failing him/her,

Second Proxy

Full Name of Proxy in capital letters		Proportion of shareholdings	
		Number of shares	Percentage (%)
NRIC Number			

or failing him/her the Chairman of the Meeting as my/our proxy to attend and vote for me/us on my/our behalf at the Thirteenth (13th) Annual General Meeting of the Company to be held at Topaz Ballroom (Level G), One World Hotel, First Avenue, Bandar Utama City Centre, 47800 Petaling Jaya, Selangor, Malaysia on Wednesday, 23 April 2014 at 10.00 a.m. and at any adjournment thereof, on the following resolutions referred to in the Notice of 13th AGM. My/our proxy is to vote as indicated below:-

Resolution No	RESOLUTIONS	FOR	AGAINST
Resolution 1	To approve the payment of a final single-tier dividend of 5.0 sen per ordinary share for the financial year ended 31 December 2013		
Resolution 2	To re-elect Datuk Shahril Ridza Bin Ridzuan pursuant to Article 100		
Resolution 3	To re-elect Tan Sri Dato' Seri Mohamed Jawhar pursuant to Article 100		
Resolution 4	To re-elect Dato' Gumuri Bin Hussain pursuant to Article 100		
Resolution 5	To re-elect Lydia Anne Abraham pursuant to Article 105		
Resolution 6	To re-appoint Dato' Abdul Kadir Bin Mohd Deen pursuant to Section 129(6) of the Companies Act 1965		
Resolution 7	To approve the payment of Directors' fees of RM442,069.00 for the financial year ended 31 December 2013		
Resolution 8	To re-appoint Messrs PricewaterhouseCoopers as Auditors of the Company and to authorise the Directors to determine their remuneration		
Resolution 9	To retain Tan Sri Lee Lam Thye as Independent Non-Executive Director		
Resolution 10	To approve the proposed Renewal of Share Buy-Back Authority		

Please indicate with an "X" in the appropriate space how you wish your vote to be cast. If you do not indicate how you wish your proxy to vote on any resolution, the proxy shall vote as he thinks fit, or at his discretion, abstain from voting.

Dated this _____ day of _____ 2014

_____
Signature of Member/Common Seal

Notes:

1. Only members whose names appear in the Record of Depositors on 16 April 2014 ("General Meeting Record of Depositors") shall be eligible to attend in person or appoint proxies to attend and/or vote on their behalf at the AGM.
2. A member of the Company who is entitled to attend and vote at this meeting is entitled to appoint not more than two (2) proxies to attend and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of a proxy and the provisions of Section 149(1)(b) of the Companies Act, 1965 shall not apply to the Company.
3. Where a member appoints two (2) proxies, the appointment shall be invalid unless the proportion of the shareholdings to be represented by each proxy is specified.
4. Where a member of the company 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 the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly appointed under a power of attorney. In the case of a corporation, it shall be executed under its Common Seal or signed by its attorney duly authorised in writing or by an officer on behalf of the corporation.
6. Duly completed Proxy Form must be deposited at Symphony Share Registrars Sdn Bhd, Level 6, Symphony House, Pusat Dagangan Dana 1, Jalan PJU 1A/46, 47301 Petaling Jaya, Selangor, Malaysia not less than 48 hours before the time set for holding the meeting or any adjournment thereof.

STAMP

MEDIA PRIMA BERHAD

C/O REGISTRAR
SYMPHONY SHARE REGISTRARS SDN BHD
Level 6, Symphony House
Pusat Dagangan Dana 1
Jalan PJU 1A/46
47301 Petaling Jaya
Selangor, Malaysia

Group Directory

MEDIA PRIMA BERHAD
Balai Berita, Anjung Riong
31, Jalan Riong, Bangsar
59100 Kuala Lumpur
Telephone : 1300 300 672
Fax : +603-2283 0353
Email : communications@mediaprima.com.my
Website : www.mediaprima.com.my

CH-9 MEDIA SDN BHD
Sri Pentas, 2nd Floor, North Wing
No. 3, Persiaran Bandar Utama
Bandar Utama, 47800 Petaling
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Fax : +603-7952 7819/7809
Website : http://www.tv9.com.my

SISTEM TELEVISYEN MALAYSIA BERHAD
Sri Pentas, No. 3, Persiaran Bandar Utama
Bandar Utama, 47800 Petaling
Selangor Darul Ehsan (Mailbox 11124, 50736 KL)
Telephone : +603-7726 6333
Fax : +603-7726 8455
Email : enquiries@tv3.com.my
Website : http://www.tv3.com.my

METROPOLITAN TV SDN BHD
Sri Pentas, 3rd Floor, South Wing
No. 3, Persiaran Bandar Utama
Bandar Utama, 47800 Petaling
Selangor Darul Ehsan
Telephone : +603-7728 8282
Fax : +603-7726 8282
Website : http://www.8tv.com.my

NATSEVEN TV SDN BHD
Sri Pentas, No. 3, Persiaran Bandar Utama
Bandar Utama, 47800 Petaling
Selangor Darul Ehsan
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Email : feedback@ntv7.com.my
Website : http://www.ntv7.com.my

THE NEW STRAITS TIMES PRESS (MALAYSIA) BERHAD
Balai Berita, 31, Jalan Riong, Bangsar
59100 Kuala Lumpur
Telephone : 1 300 22 6787
Fax : +603-2282 0353
Email : NSTPCorpComm@mediaprima.com.my
Website : http://www.nstp.com.my

SYNCHROSOUND STUDIO/MAX-AIRPLAY/ONE FM
Sri Pentas, 2nd Floor, South Wing
No. 3, Persiaran Bandar Utama
Bandar Utama, 47800 Petaling
Selangor Darul Ehsan
Telephone : +603-7710 5022
Fax : +603-7710 7098
Website : http://www.hotfm.com.my
http://www.flyfm.com.my
http://www.onefm.com.my

PRIMEWORKS STUDIOS SDN BHD
Sri Pentas, 1st Floor, North Wing
No. 3, Persiaran Bandar Utama
Bandar Utama, 47800 Petaling
Selangor Darul Ehsan
Telephone : +603-7726 6333
Fax : +603-7710 1333
Website : http://www.primeworks.com.my

ALT MEDIA SDN BHD
1st Floor, Balai Berita, Anjung Riong
31, Jalan Riong, Bangsar
59100 Kuala Lumpur
Telephone : +603-2724 8639
Fax : +603-2282 0615
Email : contactus@gua.com.my
Website : http://www.gua.com.my

BIG TREE OUTDOOR SDN BHD
2nd Floor, Balai Berita, Anjung Riong
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59100 Kuala Lumpur
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Fax : +603-7729 3999
+603-2282 1639
Website : http://www.bigtreeoutdoor.com

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