



AGM Presentation

15 August 2025

AGENDA

- ☐ Operating Environment Overview
- ☐ FY 2025 Financial Performance
- ☐ Strategic Priorities
- ☐ Outlook
- ☐ ESG Performance
- ☐ Question & Answer

明報
MING PAO DAILY NEWS

星洲日報
SIN CHEW DAILY


南洋商報
NANYANG SIANG PAU

中國報
CHINA PRESS

光明日報
Guang Ming Daily

 **翠明假期**
CHARMING HOLIDAYS

亞洲週刊
YAZHOU ZHOUKAN

 **明報出版社**

明周

 **生活杂志**
Life Magazines

CHALLENGING OPERATING ENVIRONMENT

- **Lagging Economic Growth**

Subdued GDP growth in key markets and weak consumer sentiment continued to pressure the advertising market.

- **Changing Consumer Behavior**

Acceleration in digital content consumption; demand for personalized, mobile-first, AI-curated experiences.

- **Geopolitical Turbulence**

Trade frictions and political instability impact advertiser confidence.

- **Increasing Regulations**

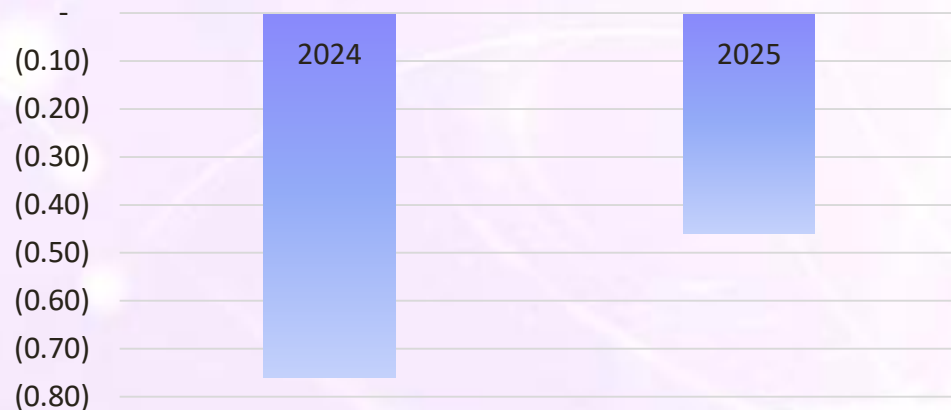
Stricter data privacy legislation and platform accountability growing across Asia.

Overview of Financial Performance

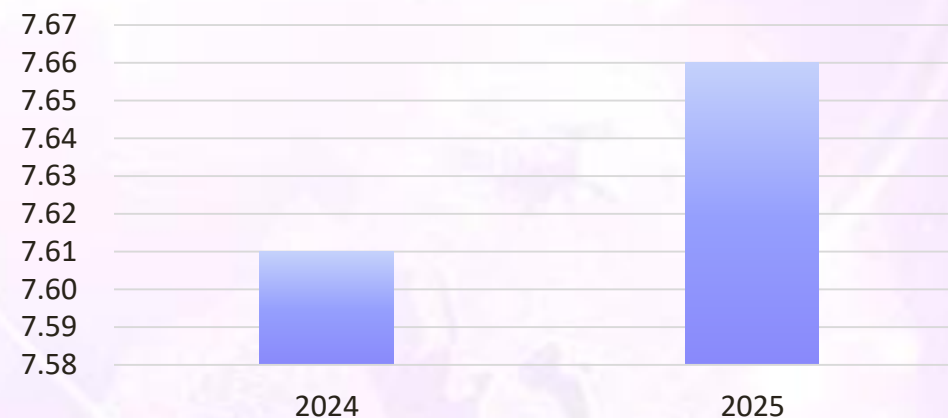
	Year To Date				Excluding Currency Impact
	FY2024/25	FY2023/24	Difference		
	US\$' million	US\$' million	US\$' million	%	%
Turnover	157.5	147.0	10.5	7%	6%
Other Income & gains, net	5.6	7.7	(2.1)	-27%	-28%
Expenses	(170.6)	(160.2)	(10.4)	-6%	-5%
Sub-total	(7.5)	(5.5)	(2.0)	-36%	-40%
Provision for Impairment	-	(8.1)	8.1	N/A	N/A
Loss Before Income Tax	(7.5)	(13.6)	6.1	45%	43%
Adjusted EBITDA Loss	(4.3)	(0.8)	(3.6)	-459%	-505%
Loss per share - Basic (US Cents)	(0.46)	(0.76)	0.30	39%	38%

Key Financial Highlights

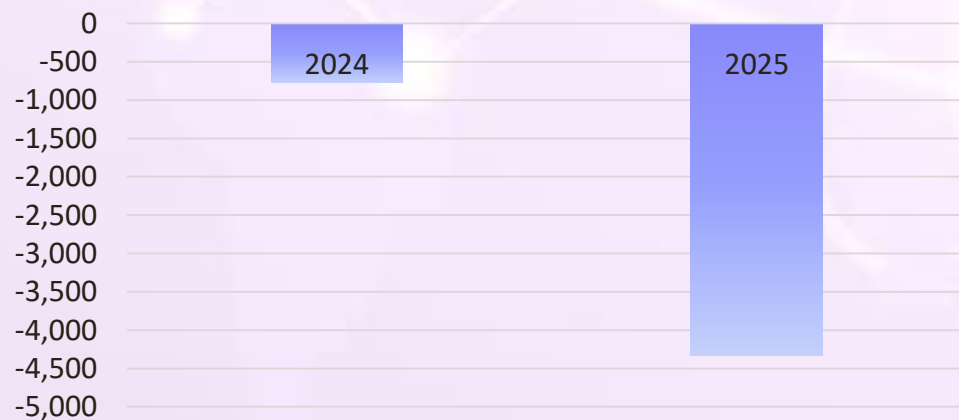
Loss Per Share (US cents)



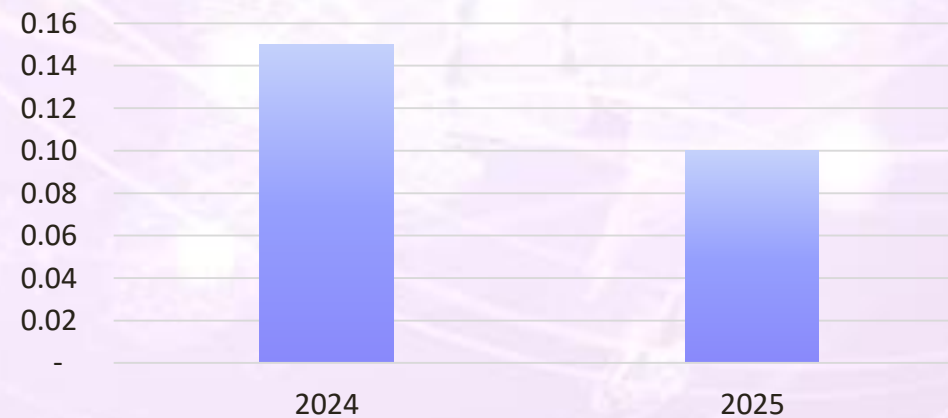
Net Assets Per Share (US cents)



Adjusted EBITDA Loss (US\$ '000)



Dividend Per Share (US cents)



STRATEGIC PRIORITIES

1. Transform
the Core

2. Grow in
Digital

3. Revenue
Diversification

4. Operational
Efficiency



1. TRANSFORM THE CORE

- Optimizing Traditional Operations
- Leveraging Core Assets
- Content Excellence
- Cost Management in Print



2. GROW IN DIGITAL

- **Transform with AI:** Systematically embed AI for product & process excellence.
- **Build Digital Platforms:** Evolve marketplaces into engaging digital ecosystems.
- **Cultivate Competitive Edge:** Customer experience + Agile operations + Tech = Advantage.
- **Grow Engagement & Revenue:** Maximize audience & monetization.
- **Accelerate Growth:** Strategic M&A for scale & market reach.
- **Unlock Value:** Scale digital assets into innovative products & services.



3. DRIVING REVENUE DIVERSIFICATION

- Travel Segment Expansion**
Strategically expanding our portfolio within travel business
- Exploring New Growth Avenues**
Actively identifying & developing revenue streams that complement our core competencies
- Investment in Emerging Opportunities**
Allocating capital towards new ventures and partnerships that promote long-term revenue growth
- Maximizing Asset Utilization**
Monetize existing assets and intellectual property in new ways



4. ENHANCING OPERATIONAL EFFICIENCY

- Continuous Cost Management
- Technology Integration
- Supply Chain Optimization
- Resource Allocation



OUTLOOK

Operating Environment

- Geopolitical tensions
- Global trade disruptions
- Elevated interest rates
- New U.S. tariffs

Industry Trends

- Ongoing digital disruption
- AI-driven advertising reshaping monetisation
- Pressure on traditional revenue streams

Growth Opportunities

Travel segment expansion driven by

- Visa liberalisation
- Competitive airfare offerings

Strategic Focus

- Enhance operational efficiency via technology
- Maintain strict cost discipline
- Leverage favourable newsprint pricing
- Drive content & platform innovation

ESG PERFORMANCE



- MCIL received a Gold Award at The Edge Malaysia ESG Awards on 14 October 2024.
- We adopted IFRS S2 this year, ahead of HKEX requirements, demonstrating our commitment to comply the climate-related disclosure requirements.

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THANK YOU





Question & Answer