

# Astro's Streaming Wars - Losing the Home Turf

*For years, Astro dominated Malaysia's entertainment landscape. But as global streaming giants flooded the Malaysian market, consumer preferences shifted, and Astro struggled to keep up. Could the homegrown giant reinvent itself, or was it destined to fade into obscurity?*

## At a Glance

Country	Founded	Industry	Core Business
Malaysia	1996	Media & Entertainment	Pay-TV, Streaming, Radio, and Digital Content

## Introduction

For decades, Astro reigned as Malaysia's premier content and entertainment provider, offering a vast selection of television programming, exclusive local content, and live sports. With its stranglehold on the pay-TV market, it became a household name, shaping how Malaysians consumed media.

However, the Malaysian entertainment landscape was changing. Global streaming giants like Netflix, Disney+ Hotstar, and Amazon Prime had entered the Malaysian market, and consumer preferences began to shift to on-demand content, flexible pricing, and personalized viewing experiences. These new players disrupted the industry, challenging Astro's long-established dominance.



The world has transitioned into the streaming era | Photo by [Glenn Carstens-Peters](#) on [Unsplash](#)

At the same time, Astro had been expanding beyond Malaysia, setting its sights on Brunei and Indonesia and investing heavily in these 2 countries. While Astro pursued regional ambitions, it may have underestimated the growing threat in its own backyard. As streaming services gained traction and piracy options became more accessible, Astro found itself facing dwindling subscriber numbers, increasing customer dissatisfaction, and declining revenue.

Could Astro reclaim its position in Malaysia's rapidly evolving media landscape, or was it on the brink of losing its home turf to the global streaming revolution?

## The Dominant Position in the Beginning

Astro's journey began in 1996, when it became Malaysia's first and only satellite television provider, revolutionizing the country's media consumption. With exclusive licensing deals and a broad selection of local and international channels, Astro quickly cemented itself as the go-to source for entertainment, sports, and news. By the early 2000s, its pay-TV model dominated the Malaysian market, with millions of households subscribing to its services.

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# astro

Logo of Astro Malaysia Holdings Berhad | Source: [Astro Malaysia](#)

To further strengthen its position, Astro invested heavily in local content production. It launched Astro Originals, featuring high-quality Malaysian dramas, reality shows, and locally produced films. These exclusives gave Astro a competitive edge, fostering a deep connection with audiences who sought content that reflected their culture and identity. Additionally, its sports coverage—including exclusive broadcasting rights for English Premier League matches—became a major subscriber draw.



Astro has exclusive broadcasting rights for the English Premier League | Source: [Astro Media Solutions](#)

Recognizing the shift toward digital consumption, Astro introduced Astro Go in 2012, a streaming service that allowed subscribers to access its content online. However, at the time, Astro Go was positioned as an extension of its pay-TV offering rather than a standalone streaming alternative. While Astro maintained its dominance, it continued to rely on its satellite-based subscription model, believing that its vast content library and brand loyalty would sustain its leadership in the industry.

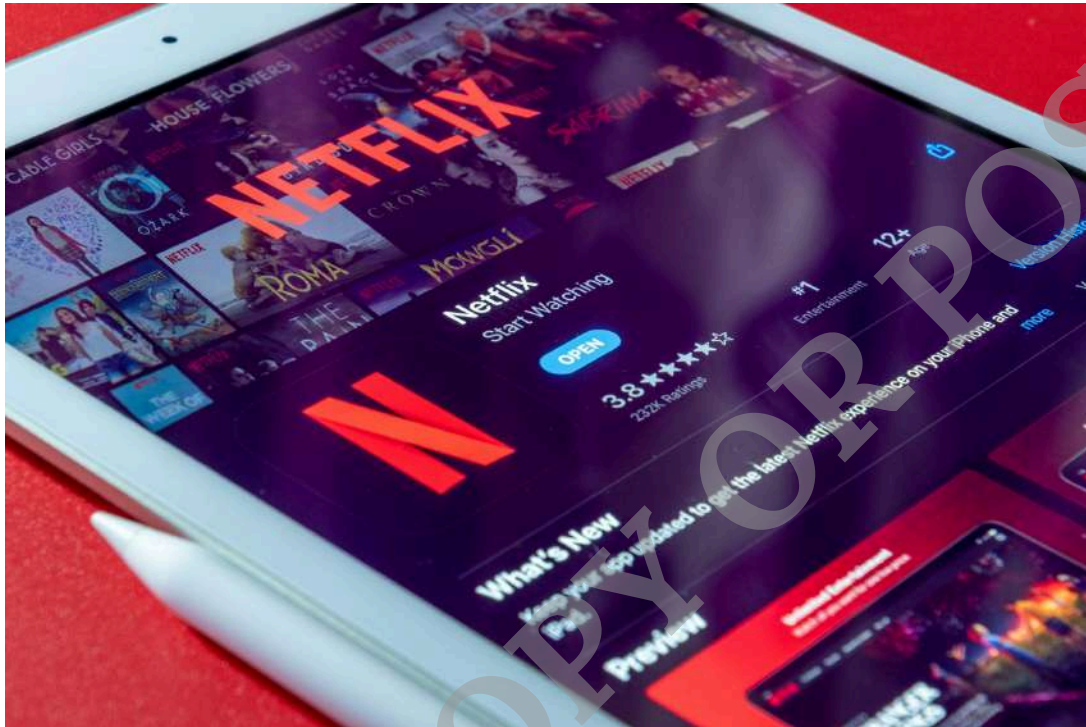
Meanwhile, as part of its regional expansion strategy, Astro made significant investments in Brunei and Indonesia, attempting to replicate its Malaysian success abroad. Astro believed that its strong content portfolio and market expertise would position it as a leading entertainment provider across Southeast Asia. However, this overseas push may have led to an attention deficit at home, leaving gaps in its response to the emerging digital disruption in Malaysia.

As global streaming services gained traction, consumer expectations changed. The once-unshakable dominance of Astro began to show cracks, setting the stage for an industry shake-up that would test its resilience.

## A New Era: The Streaming Invasion

By the mid-2010s, Malaysia's entertainment industry was no longer Astro's monopoly. Global streaming giants began entering the market, bringing a new way to consume content. Consumers no longer had to adhere to fixed programming schedules or pay hefty fees for bundled channels they did not watch. Instead, they could pick what to watch, when to watch, and how much to pay.

The first wave of disruption came in January 2016, when Netflix officially launched in Malaysia. Originally a DVD rental business in the United States, Netflix had transformed itself into a global streaming powerhouse, offering a vast library of international films, TV shows, and its own original productions. Its biggest appeal lay in its convenience—viewers could access content instantly, skip advertisements, and receive personalized recommendations based on their preferences. By the time Netflix arrived in Malaysia, it had already established itself as a global leader in the streaming industry, making it an attractive alternative for the audience.



Netflix has an established global | Photo by [Souvik Banerjee](#) on [Unsplash](#)

Not long after, Amazon Prime Video followed suit, entering the Malaysian market in late 2016. While not as dominant as Netflix, Amazon's streaming service appealed to those who were already part of the Amazon ecosystem, bundling its video offerings with other Prime membership benefits. Although it had a growing selection of exclusive content, Amazon Prime Video did not make as much of an immediate impact in Malaysia as its competitors.

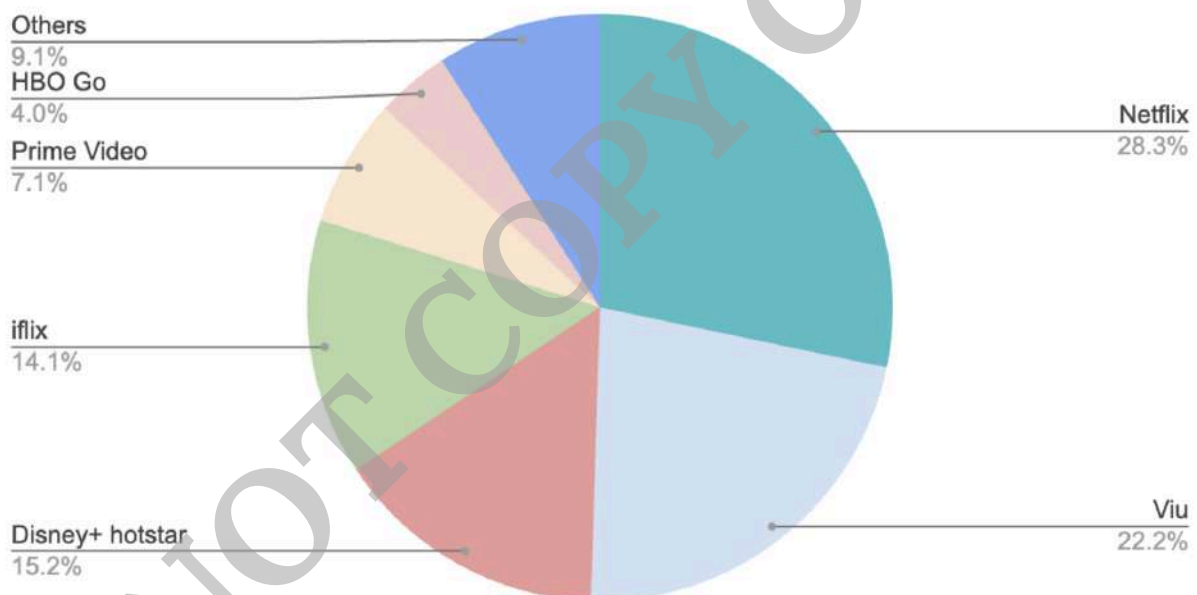
The real game-changer, however, arrived in June 2021 when Disney+ Hotstar made its Malaysian debut. Unlike Netflix and Amazon Prime, which primarily focus on Western content, Disney+ Hotstar tailored its offerings to local audiences by securing exclusive rights to popular Malaysian and Southeast Asian movies and dramas. At the same time, it capitalized on Disney's globally recognized brands, bringing in a wave of blockbuster franchises such as Marvel, Star Wars, and Pixar. This combination of international hits and localized programming made Disney+ Hotstar an immediate success among Malaysian viewers.

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Alongside these Western streaming services, Asian platforms like iQIYI and Viu also gained traction, particularly among fans of Chinese dramas, K-dramas, and variety shows. While Netflix and Disney+ Hotstar required paid subscriptions, iQIYI and Viu took a different approach by offering a freemium model—allowing users to watch content for free with ads, or upgrade to a premium version for an ad-free experience. This strategy proved effective in attracting price-sensitive consumers who wanted access to entertainment without the commitment of a monthly subscription.

## Malaysia's Top Streaming Services by Market Share

(as of June 2024)



Malaysia's top streaming services by market share | Source: [Statista](#)

As these streaming services gained popularity, Malaysian audiences began shifting away from Astro's traditional pay TV. The appeal was undeniable—Netflix and the rest of the competition offered flexible pricing, vast content libraries, and the ability to watch on multiple devices, including smartphones, tablets, and smart TVs. Consumers no longer needed to rely on Astro's satellite-based service when they could access unlimited entertainment at their fingertips.

Additionally, the rise of non-legal streaming sites and piracy gave viewers an even wider array of content options without having to pay a single cent, further threatening Astro's hold on the market.

Despite these challenges, Astro maintained its confidence in its strong brand presence and continued relying on its traditional marketing approach. While global streaming services aggressively invested in data-driven digital marketing, personalized recommendations, and social media campaigns, Astro focused on TV, radio, and print advertising, promoting its legacy rather than adapting to the changing market behavior. Astro's lag in strategic response left it struggling to attract younger audiences, who were more engaged and inclined to things digital.

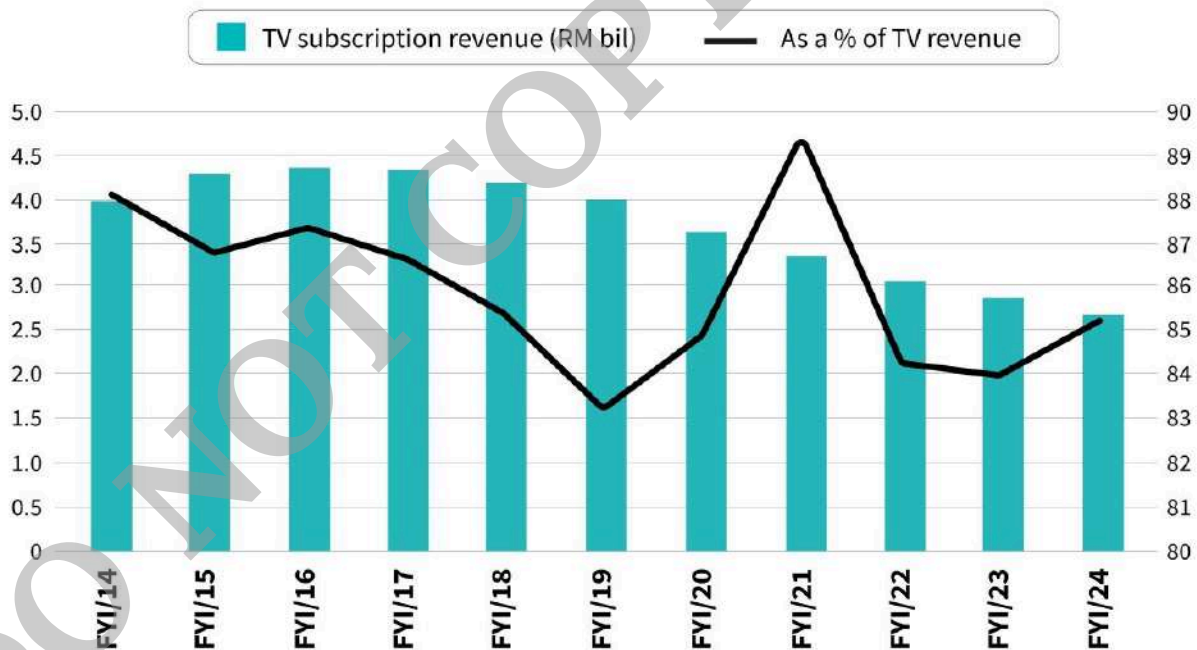
Beyond marketing, accessibility became another major competitive gap. Astro's core service still depended on satellite television, requiring customers to install physical equipment and pay for bundled channel packages. Even with its streaming service, Astro Go, users still needed a pay-TV subscription, making it less flexible compared to standalone streaming apps. In contrast, Netflix, Disney+ Hotstar, and iQIYI were easily accessible across multiple devices, supported offline viewing, and allowed users to subscribe or cancel at any time—a level of convenience that Astro was slow to match.

With Malaysians embracing on-demand content and digital-first entertainment experiences, Astro found itself at a turning point. The homegrown media giant was no longer the only choice—it was now competing against faster, cheaper, and more user-friendly alternatives. As the streaming revolution gained momentum, Astro's long-established dominance began to crack.

## Astro Feels the Heat

In the early 2020s, Astro Malaysia Holdings Berhad, once the dominant force in Malaysia's pay-TV industry, began facing significant challenges that eroded its market position. The proliferation of global streaming services such as Netflix, Disney+, Hotstar, and Amazon Prime Video reshaped consumer viewing habits, leading to a decline in Astro's subscriber base. This shift was evident as the company's TV subscription revenue, which comprised more than 80% of its top line, fell from just over RM 4 billion (US\$ 900 million) in FY2019 to RM 2.7 billion (US\$ 605 million) in FY2024.

### Astro's TV subscription revenue 2014-2024



Source: The Edge Malaysia

Astro's Subscription Revenue 2014-2024 | Source: [The Edge Malaysia](#)

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The COVID-19 pandemic further exacerbated Astro's challenges. Despite a surge in viewership during the Malaysian Movement Control Order (MCO) period in 2020, with television viewership share rising by one percentage point year-on-year to 74%, the company experienced a revenue decline of US\$ 40 million. This was due to decreased advertising and subscription revenues, as consumers tightened their spending and stayed with the freemium option and advertisers reduced budgets.

## The decline of Astro's premium pay-TV subscribers 2014-2024



NIKKEI  
BizRuptors

Source: The Edge Malaysia

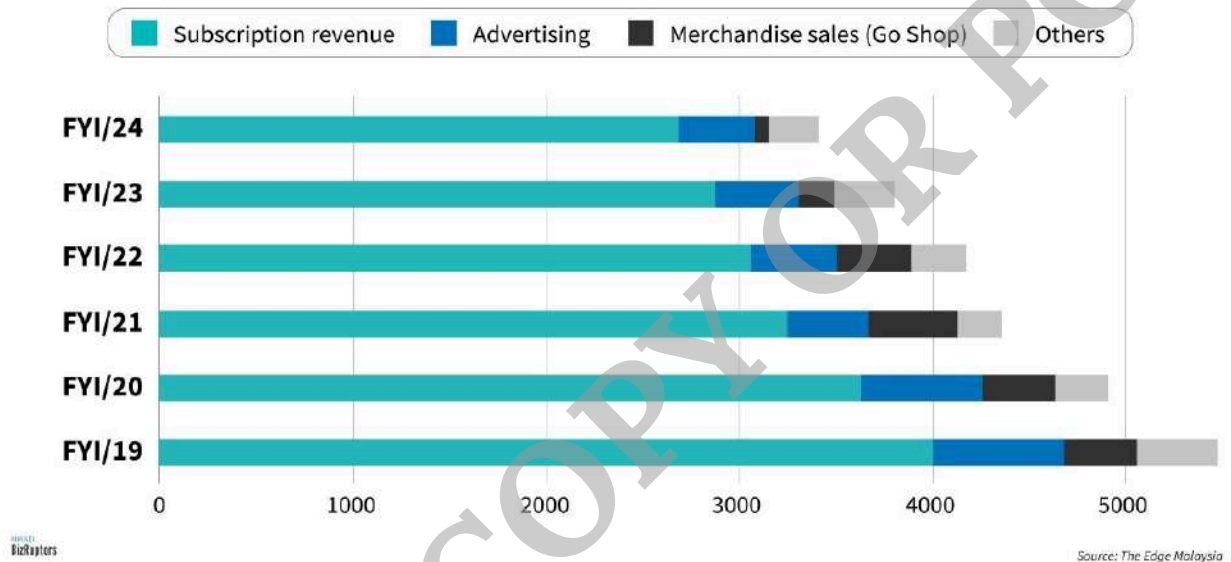
Astro's Premium vs. Freemium 2014-2024 | Source: [The Edge Malaysia](https://www.theedgemy.com)

And, before the COVID-19 pandemic, Astro's strategic ventures into overseas markets, notably in Indonesia and Brunei, had not yielded the anticipated returns. The Indonesian operations, branded Astro Nusantara, ceased in 2008, while the partnership in Brunei under Kristal-Astro struggled on but finally concluded in 2022. These two setbacks underscored the challenges of

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international expansion and may have diverted focus and resources from fortifying Astro's position in its domestic market.

## Revenue of Astro Group 2014-2024



Astro Group's Revenue 2014-2024 | Source: [The Edge Malaysia](#)

Moreover, the pervasive issue of content piracy in Malaysia further undermined Astro's revenue streams. A study highlighted that the Malaysian media industry suffered an estimated loss of US\$ 520 million in 2019 due to pirated content, with Astro bearing a significant portion of this impact.

## The Fightback: Astro's Response

Facing intensified competition from global streaming giants and shifting consumer preferences, Astro Malaysia Holdings Berhad undertook a series of strategic initiatives to reclaim its position in the Malaysian entertainment landscape.

## Strategic Partnerships and Content Aggregation

Recognizing the need to diversify its offerings, Astro pursued collaborations with leading international streaming services. In June 2021, Astro announced a partnership with Netflix, integrating the streaming service into Astro's platform. This move allowed subscribers to access Netflix's extensive library directly through Astro's Ultra and Ulti Boxes, streamlining user experience and consolidating billing. This collaboration complemented Astro's existing partnerships with Disney+ Hotstar, HBO GO, iQIYI, and TVBAnywhere+, positioning Astro as a comprehensive entertainment hub.

The bundling strategy aimed to retain existing subscribers and attract digitally savvy viewers who were increasingly turning to standalone apps. Following these integrations, Astro reported a notable uptake in its Ultra and Ulti Box installations, indicating growing interest in its hybrid service model. These collaborations also allowed Astro to compete not just on content but on convenience—bringing multiple premium services under one roof.

## Launch of Sooka: Targeting the Digital-Savvy Audience

Recognizing the tremendous potential in the younger, mobile-first consumers, Astro engaged them with Sooka. Launched in June 2021, Sooka was an over-the-top (OTT) streaming service focused on live sports, local dramas, and entertainment content and had a clearly defined market segment: millennials seeking flexible, on-the-go viewing options. Sooka offered both free and premium subscription tiers, allowing users to customize their content consumption based on preferences and budgets.

The platform's pricing structure—ranging from free ad-supported access to affordable monthly passes for entertainment or sports—reflected Astro's strategy to cater to different spending habits and content interests. *(See Sooka Service Pricing below.)*

	FREE	24-HOUR PASS	ENTERTAINMENT	LIGA MALAYSIA + ENTERTAINMENT	ALL SPORTS + ENTERTAINMENT	PREMIUM (WITHOUT AD)
Subscription	RM 0	RM12.90/day	RM15.90 <sup>1</sup> RM14.90/month	RM28.90/month	RM41.90 <sup>2</sup> RM34.90/month	RM44.90 <sup>3</sup> RM49.90/month
Resolution	480p	720p HD	720p HD	720p HD	720p HD	1080p Full HD
Screen	📺 x1	📺 x1	📺 x1	📺 x2	📺 x2	📺 x3 Up to 3 devices including 1 TV
Entertainment	Free channels	✓	✓	✓	✓	✓
Local Football	Free channels	✓	✗	✓	✓	✓
International Sports	Free channels	✓	✗	✗	✓	✓

Sooka Service Pricing | Source: [Astro](#)

## Investment in Local Content Production

In Malaysia, Astro reinforced its commitment to local content by investing in original programming that resonated with local audiences. Collaborations with regional creators led to the production of exclusive series and films, enriching Astro's content library and appealing to viewers' cultural sensibilities. This focus on local content aimed to differentiate Astro from international competitors and foster viewer loyalty.

## Flexible Pricing and Bundling Options

In response to consumer demand for value and choice, Astro revamped its subscription packages. The introduction of bundles that combined traditional pay-TV services with access to multiple streaming platforms provided customers with a unified entertainment solution. For instance, the "Entertainment Plus" pack included access to Netflix, Disney+ Hotstar, and HBO GO, offering a diverse range of content at competitive pricing.

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Another example is the Epic Pack, which offers over 150 channels and includes seven streaming apps, such as Netflix, Disney+ Hotstar, Max, iQIYI, BBC, and beIN. This comprehensive package caters to viewers seeking an extensive selection of both local and international content, all accessible through a single subscription. These varied offerings underscore Astro's commitment to providing flexible and tailored entertainment solutions to meet the diverse preferences of its customer base.

**Astro One, for all entertainment lovers**  
Easy to stream on any device for everyone in your family.

**Entertainment** RM49.99/mth  
Best Value  
Get it now

- ✓ Andai Tiada Dia, Gegar Vaganza, MFL, Didi & Friends
- ✓ Popular series, blockbusters, award-winning TV shows, family favourites
- ✓ Stream on up to 2 devices

Base View more

**Astro One, for the sports fans**  
Match day, race day, game day, live action every day.

**Sports** RM99.99/mth  
Popular Choice  
Get it now

- ✓ Premier League, BWF, UFC, NBA, Formula 1, MotoGP, and more
- ✓ Stream endless live sports
- ✓ Stream on up to 2 devices

Sports Sports Extra Base View more

Astro One's entertainment and sport packs | Source: [Astro](#)

## Technological Enhancements and User Experience

Astro invested in upgrading its infrastructure to enhance the user experience. The deployment of the Ultra and Ulti Boxes enabled 4K UHD viewing, cloud recording, and support for major streaming apps such as Netflix, Disney+ Hotstar, and YouTube, allowing seamless integration between Astro's satellite TV services and over-the-top (OTT) platforms. These boxes were designed with a simplified user interface and voice search capabilities to improve accessibility and ease of navigation for viewers.

In parallel, the Astro GO app allowed subscribers to access their content on smartphones, tablets, and laptops—whether live or on-demand—expanding the way users interacted with Astro beyond the living room. The app supported multiple concurrent streams and featured a catch-up TV function, giving users the freedom to watch at their own pace. By bridging the gap between traditional broadcasting and digital consumption, these tech-driven solutions aimed to position Astro as a future-ready media provider that could adapt to both legacy and modern viewing behaviors.

## Where Is Astro Now?

As of early 2025, Astro Malaysia Holdings Berhad continues to navigate a rapidly evolving media landscape, implementing strategic initiatives to regain its market dominance amidst intensifying competition from global streaming services.

In a significant technological advancement, Astro partnered with Amagi and Amazon Web Services (AWS) to transition its broadcast playout services to the cloud. This move allows Astro to manage and distribute its TV channels via cloud infrastructure rather than relying on traditional on-premise broadcast systems. By going on the cloud, Astro can scale operations more efficiently, reduce hardware dependency, and accelerate content delivery across platforms, which is particularly crucial in an increasingly multi-device, on-demand media environment.

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**ASTRO ONE: EPIC PACK**

**7 apps**

- Netflix Standard HD, 2 screens
- Disney+ Hotstar Basic HD, 1 screens
- IQIYI IQIYI Standard VIP HD, 2 screens
- BBC Player HD, 5 screens
- beIN SPORTS CONNECT HD, 2 screens
- Max Standard HD, 2 screens
- Astro GO HD, 2 screens

**150+ channels**

**Max Standard (4 channels)**

- CH411 HBO HD
- CH412 CINEMAX HD
- CH414 HBO Family
- CH415 HBO Hits

**Sports (14 channels)**

- CH805 Astro Sports UHD
- CH817 Astro Sports Plus
- CH825 EUROSPORT
- CH810 Astro Grandstand
- CH820 beIN SPORTS 1
- W-Sport
- CH811 Astro Premier League
- CH821 beIN SPORTS 2
- CH812 Astro Premier League 2
- CH822 beIN SPORTS 3
- CH814 Astro Football
- CH823 SPOTV
- CH815 Astro Badminton
- CH824 SPOTV2

**Sports Extra (4 channels)**

- CH830 WWE Network
- CH831 Golf Channel
- CH832 Astro Cricket
- CH833 Premier Sports Rugby

**Kids (6 channels)**

- CH612 DreamWorks
- CH615 Cartoon Network HD
- CH616 Nickelodeon HD
- CH617 Nick Jr.
- CH618 Moonbug
- CH620 CBeebies

**Variety (8 channels)**

- CH702 HITS NOW
- CH714 Crime & Investigation
- CH715 HGTV HD
- CH716 DMAX HD
- CH717 BBC Lifestyle HD
- CH718 MTV Live
- On Demand Channel BBC Brit HD
- On Demand Channel BBC First HD

**News & Documentaries (13 channels)**

- CH511 CNN HD
- CH551 Global Trekker
- CH512 BBC News HD
- CH552 Discovery Channel HD
- CH513 Al Jazeera English HD
- CH553 Discovery Asia HD
- CH514 Sky News HD
- CH554 BBC Earth
- CH515 CNBC Asia HD
- CH555 History HD
- CH517 Bloomberg TV HD
- CH556 Animal Planet HD
- On Demand Channel Smithsonian Channel

**Indian Favourites (6 channels)**

- CH211 SUN TV HD
- CH212 Sun Music HD
- CH214 Adithya
- CH215 Sun News
- CH216 KTV
- CH216 Sun Life

**Base (97 channels)**

CH101 TV1 HD	CH102 TV2 HD	CH103 TV3	CH104 Astro Ria	CH105 Astro Prima	CH106 Astro Oasis
CH108 Astro Citra	CH112 Astro Rania	CH113 Astro Aura	CH114 Al-Hijrah	CH115 Colors Hindi HD	CH1122 TV Sarawak
CH148 TV Okey HD	CH149 NTV7	CH148 8TV	CH149 TV9	CH201 Astro Vaanavil HD	CH202 Astro Vimeen HD
CH203 Astro Veilithiral HD	CH221 Star Vijay HD	CH222 Colors Tamil HD	CH223 Zee Tamil HD	CH241 Astro Thangathirai	CH245 Zee Cinema
CH300 IQIYI HD	CH305 TVB Classic HD	CH305 Astro AEC HD	CH308 Astro QJ	CH309 Celestial Movies HD	CH310 TVB Jade
CH311 Astro AOD	CH316 CFI Asia HD	CH317 TVB Entertainment	CH319 TVB Xing He HD	CH320 TVBS Asia HD	CH321 Celestial Classic
CH325 Phoenix Chinese	CH328 Phoenix Info News	CH333 Astro Hua He Dai	CH335 CCTV4 HD	CH332 KBS World HD	CH303 ONE HD
CH395 tvN HD	CH398 K-Plus HD	CH368 NHK World Premium	CH401 HITS MOVIES HD	CH404 Astro Boo	CH413 Astro Showcase
CH416 tvN Movies HD	CH501 Astro Awani HD	CH502 BERNAMA	CH503 CGTN HD	CH515 CNA HD	CH518 ABC Australia HD
CH546 Love Nature 4K	CH546 Love Nature	CH550 Astro Tutor TV	CH511 Astro Ceria HD	CH701 AXN HD	CH703 Lifetime HD
CH706 HITS HD	CH707 TLC HD	CH708 Food Network HD	CH709 Asian Food Network	CH712 Warner TV HD	CH801 Astro Arena
CH802 Astro Arena 2	CH803 Arena Bola	CH804 Arena Bola 2	CH852 HITZ FM	CH853 MY FM	CH854 LITE FM
CH855 MIX FM	CH858 ERA FM	CH857 SINAR FM	CH858 MELODY FM	CH856 THR RAAGA	CH860 CLASSIC ROCK
CH861 GOLD	CH862 OPLUS	CH863 THR GEGAR	CH864 INDIA BEAT	CH865 JAZZ	CH866 OS&I
CH867 BAVU	CH868 KENYALANG	CH869 NAS FM	CH870 V FM	CH871 WAI FM	CH872 TRAXX FM
CH873 MINNAL FM	CH874 AI FM	CH875 ASYIK FM	CH876 ZAVAN	CH877 GOXUAN	CH878 Astro GO Channel
Astro GO Channel	France24				DW English

Astro One: Epic Pack | Source: [Astro Package Malaysia](https://www.astro.com.my)

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Astro's hybrid model, which integrates traditional pay-TV services with cloud-based streaming platforms, has been central to its strategy. The company has established partnerships with major streaming services, including Netflix, Disney+ Hotstar, HBO GO, and iQIYI, allowing subscribers to access a diverse range of content through Astro's platform. Now, Astro is running with the Big Boys.

Customer response to Astro's integrated offerings has been mixed. While the availability of multiple streaming services through a single platform offers convenience, the overall decline in traditional pay-TV subscriptions indicates a shift in consumer behavior toward standalone streaming services. But Astro's efforts to adapt, such as launching the Sooka streaming service targeting younger, mobile-centric audiences, reflecting its recognition of changing viewer preferences, have met with slower-than-expected take-up. What is Astro missing?

Meanwhile, the Malaysian media landscape remains highly competitive, with Astro facing challenges from both international streaming giants and local OTT platforms, such as Tonton and RTM Klik. The company's strategic focus includes enhancing its digital infrastructure, expanding local content production, and exploring new revenue streams to offset declines in traditional broadcasting income. Astro's commitment to innovation and adaptation is crucial as it strives to retain its leadership position in an increasingly digital and fragmented market.

Astro's proactive measures, including technological upgrades, strategic partnerships, and content diversification, underscore its efforts to remain pertinent in Malaysia's dynamic entertainment industry. The effectiveness of these strategies will be pivotal in determining Astro's future trajectory in the face of ongoing industry transformation.

## Discussion Questions

### Question 1

Conduct a SWOT analysis of Astro in the current streaming landscape in Malaysia.

### Question 2

As a consumer, how do you decide between Astro and other streaming services? What factors influence your choice?

### Question 3

In your opinion, is Astro's hybrid model (pay-TV + streaming) a sustainable competitive advantage for the long run, or is it merely a temporary survival strategy? Explain your reasons.

### Question 4

What competitive advantages do global streaming services have over Astro, and how can Astro neutralize these advantages?

### Question 5

Using the 6Ps of Marketing (Product, Price, Place, Promotion, People, Process), analyze how Astro is responding to streaming competition and how these elements contribute to its current competitive advantage.

### Question 6

Would it make sense for Astro to expand its business beyond Malaysia and position itself as a regional content player? What challenges and opportunities would come with such a move?

## Question 7

What do you think the future of pay-TV companies like Astro looks like in an increasingly streaming-dominated and short content-favored world?

## Question 8

What roles does AI play in fueling Astro forward? And how can Astro maximize its power in the long run?

## Question 9

Could size have made a difference for ASTRO? More precisely, map ASTRO and its competitors (Netflix, Disney+ Hotstar, and Amazon Prime) against these size parameters that you have identified, then try to extract new insights from this map.

## Question 10

Revisit the last 2 paragraphs of this case and answer: Has Astro done enough? Is there something missing in the Astro response?

## Sources & Further Reading

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