You should read the following discussion and analysis with our audited consolidated financial statements, including the notes thereto, included in the Accountants' Report in Appendix I to this document. Our consolidated financial statements have been prepared in accordance with IFRS Accounting Standards.

The following discussion and analysis contain forward-looking statements that reflect our current views with respect to future events and financial performance that involve risks and uncertainties. These statements are based on assumptions and analysis made by us in light of our experience and perception of historical events, current conditions and expected future developments, as well as other factors we believe are appropriate under the circumstances. Our actual results may differ materially from those anticipated in these forward-looking statements as a result of certain factors. In evaluating our business, you should carefully consider the information provided in the sections headed "Risk Factors" and "Forward-Looking Statements" in this document.

OVERVIEW

We are one of the leading digital media entertainment groups in Southeast Asia, in terms of revenue in 2025 and average MAUs for 2025, according to MPA. This leadership reflects our scale, our breadth of content and IP — including drama series, formats, characters, music, and talent personas — and our ability to serve Indonesian and regional audiences across multiple platforms. Our brand is a household name in Indonesia. Anchored in an efficient, end-to-end operating model spanning content ideation to distribution and IP creation to full-lifecycle monetization, our integrated capabilities underpin our growth and differentiation. Against this backdrop, our business is organized around two complementary core domains: a content and IP production powerhouse and omnichannel distribution and IP management.

Our core business model is an end-to-end value chain that begins with ideation and production, extends through the disciplined management of content and talent IPs, and reaches audiences via a diverse array of distribution channels. These channels encompass OTT platforms, linear broadcasting, licensing and social media, collectively creating a holistic and integrated digital entertainment ecosystem. This comprehensive approach is structured into four key pillars: Content and IP Production, Content and IP Management, Content and IP Distribution, and a Media Intelligence and Ads Solutions Engine. Each pillar plays a crucial role in ensuring the seamless flow from creative concept to audience engagement, supported by data-driven insights that enhance decision-making across the entire ecosystem.

BASIS OF PRESENTATION

Our consolidated statements of comprehensive income, the consolidated statements of financial position, the consolidated statements of changes in equity and the consolidated statements of cash flows for the Track Record Period reflect the results, financial position and cash flows of our Group as they existed during each respective period and as at the end of each respective period, as applicable.

Our historical financial information has been prepared in accordance with IFRS Accounting Standards. All IFRS Accounting Standards effective for the accounting periods commencing from January 1, 2025, together with the relevant transitional provisions, have been consistently applied throughout the Track Record Period. The historical financial information has been prepared under the historical cost convention, except as disclosed in the accounting policies in note 2 to "Appendix I — Accountants' Report". All intra-group transactions and balances have been eliminated in full on consolidation.

KEY FACTORS AFFECTING OUR RESULTS OF OPERATIONS

We believe the following are key factors that affect our results of operations:

Our ability to produce high-quality and popular content and IPs with reasonable cost

We are a digital media entertainment company in Indonesia, typically creating high viewership drama series, films, animations and reality shows for various media platforms, based on our abundant reserve of original IP. During the Track Record Period, revenue generated from our content and IP licensing business line amounted to Rp1,024,927 million, Rp1,086,201 million and Rp1,055,610 million in 2023, 2024 and 2025, respectively, representing 35.3%, 33.5% and 27.5% of our total revenue in the same periods, respectively. Our ability to develop high-quality IP asset reserves and produce high viewership content directly drives our revenue, as content licensing fees are influenced by the popularity and viewership of our productions. Our production ecosystem comprises seven specialized arms and, together, they produce dramas, reality shows, infotainment, animations, originals, and micro-dramas, generating approximately 13,318 episodes, 13,191 episodes and 14,950 episodes, in 2023, 2024 and 2025, respectively.

Our future revenue growth is dependent on our ability to further develop high-quality original IPs and the acceptance of our content by our licensing partners and audience. Higher viewership and stronger audience engagement allow us to negotiate higher licensing fees from OTT platforms and FTA and Pay-TV channels, increase advertising rates on our owned platforms, and generate greater subscription conversion for Vision+. Our ability to produce high-quality and popular content and IPs is supported by industry professionals participating in the development, production and promotion of our content, including talented scriptwriters, directors and actors, filming and production crew, and promotion agencies. We operate a scaled talent ecosystem (including exclusive talents and creators) and multiple production units, which support sustained output and quality. We believe that, as a digital media entertainment company with proven track record, we are able to continuously produce high-quality and popular content and IPs leveraging our market leadership, original IP reserve, and quality service from leading industry professionals in the future.

Our ability to attract advertisers

A portion of our revenue is derived from online advertising services, which is directly influenced by our ability to attract advertisers. During the Track Record Period, revenue generated from our online advertising segment amounted to Rp921,356 million, Rp836,652 million and Rp856,913 million in 2023, 2024 and 2025, respectively, representing 31.7%, 25.8% and 22.4% of our total revenue in the same periods, respectively. Our online advertising revenue is generated from OTT advertising sold on our proprietary AVOD platform RCTI+. Our online advertising revenue is principally determined by the volume of advertising placement, the advertising rates we can command, and the effectiveness of our measurement solutions. These factors are, in turn, influenced by our audience reach and engagement metrics, viewer demographics, and our ability to demonstrate measurable return on investment to advertisers. A larger and more engaged audience base enables us to offer more advertising placements at higher rates. Accordingly, changes in advertising spending in Indonesia, the competitive advertising landscape, and our audience reach and engagement levels are key determinants of our online advertising revenue.

In addition, we generate revenue from our media inventory trading business through Mediate, our centralized media intelligence and ads solutions unit. Mediate purchases media inventory in large volumes from media owners such as television broadcasters, OTT platforms, digital publishers at competitive rates and resells such inventory to our clients, which mainly consist of advertisers and agencies. Revenue from this business is recorded under the media and talent agency category within our content, IP and others segment. During the Track Record Period, revenue from our media inventory trading business generally increased period by period. Our ability to continue to grow this business depends on a number of factors, including the scale and terms on which we are able to procure media inventory, our ability to maintain and deepen relationships with advertisers and agencies, and our ability to manage pricing and margins.

Our ability to attract subscribers to our streaming platforms

During the Track Record Period, our revenue from subscription services was derived from Vision+, our premium SVOD platform offering exclusive dramas, micro-dramas, originals, and sports content. Our subscription revenue amounted to Rp530,418 million, Rp735,537 million and Rp869,173 million in 2023, 2024 and 2025, respectively, representing 18.3%, 22.7% and 22.6% of our total revenue in the same periods, respectively. Our subscription business is part of an integrated funnel in which our free ad-supported platform, RCTI+, builds top-of-funnel audience and Vision+ converts high-intent viewers through targeted upselling.

Our subscription revenue is directly affected by the number of paying subscribers, the subscription pricing we offer, and subscriber retention rates. As of December 31, 2025, Vision+ reported approximately 39 million MAUs and 4.9 million active monthly subscribers, with average daily watch time of approximately 1 hour and 20 minutes per subscriber and approximately 126 minutes across all users (including free and paid), and churn in the range of 5% to 9%. Indonesia's SVOD household penetration has more than doubled from 7% in 2020 to 17% in 2025, and is forecast to reach 22% by 2030, driven by rising disposable income, premium local content, sports content, and broadband telecommunications bundles. Our ability to attract and retain subscribers depends on several factors, including the continued availability of exclusive local dramas, originals, micro-dramas and premium sports programs, as well as the execution of our CTV pre-installation and broadband telecommunications bundle strategies. The quality of our premium content, our subscription pricing, and the effectiveness of our telecommunications partnerships are therefore key factors influencing our subscription revenue.

Our ability to maintain effective cost management and operational efficiency

Our ability to maintain effective cost management and operational efficiency is critical to our financial performance and long-term profitability. Our cost base is primarily driven by content costs and other production-related expenses recorded in cost of sales and services, as well as general and administrative expenses. Our ability to control these costs, while supporting our growth and enhancing our content and services, directly affects our margins and overall results of operations.

We are committed to maintaining a healthy gross margin. We endeavor to optimize digital and production costs, improve monetization of our digital platforms and enhance the mix of higher-margin services. At the same time, we have focused on managing our operating expenses. Selling and marketing expenses decreased from Rp18,277 million in 2023 to Rp13,685 million in 2024 and further to Rp9,557 million in 2025, while general and administrative expenses increased from Rp528,440 million in 2023 to Rp593,099 million in 2024 and declined to Rp453,455 million in 2025. As a result, our net profit increased from Rp169,544 million in 2023 to Rp395,584 million in 2024 and further to Rp966,986 million in 2025, and our net profit margin improved from 5.8% in 2023 to 12.2% in 2024 and 25.2% in 2025. These improvements were also supported by higher net other income and lower finance costs over the same period. Our ability to sustain and further improve our cost structure and operational efficiency will be an important factor in our future performance. Continued disciplined cost management, operational improvements and scale efficiencies would allow us to better absorb fluctuations in revenue and maintain healthy margins as we grow.

Our ability to manage our operating cash flows

Our revenue directly comes from or is settled by various parties, including online video platforms, linear channels and third-party distributors. We typically pre-sell our original drama series before filming and receive payments only when the relevant broadcasting rights are rendered or transferred to our customers, which affects our working capital requirements and may result in increasing financing costs to bridge timing gaps between production expenditure and revenue collection.

Our cash flows and profitability are also affected by the timely settlement of payments by our customers for the services we have rendered to them. Although generally it is contractually agreed to pay on a one-off basis or in installments in accordance with the milestone payment schedules set out in the relevant agreements, delays in collection increase our working capital needs and may require additional financing. In addition, advertising receipts from our AVOD service and subscription receipts from our SVOD service contribute recurring cash inflows, which partially offset timing variability in trade receivables collections. As of December 31, 2023, 2024 and 2025, our trade receivables amounted to Rp1,118,103 million, Rp1,409,549 million and Rp1,424,525 million, respectively. For the years ended December 31, 2023, 2024 and 2025, our trade receivables turnover days were 136, 153 and 142 days, respectively. We expect that our ability to collect trade receivables on a timely basis will continue to be critical to maintain our liquidity and the pace of our expansion. Our trade payables primarily consisted of payables to our suppliers, mainly those related to content production. Our trade payables increased from Rp583,275 million as of December 31, 2023 to Rp646,847 million as of December 31, 2024 and Rp709,454 million as of December 31, 2025. For the years ended December 31, 2023, 2024 and 2025, our trade payables turnover days were 89, 117 and 103 days, respectively. While an increase in trade payables can help partially finance our production costs and reduce the immediate cash outflow pressure, it also means that we need to manage our payment terms and relationships with suppliers carefully.

Our ability to manage our cash inflows and outflows in a balanced way is important to our overall working capital management. Maintaining disciplined credit control over customers, optimizing payment terms with suppliers and improving our cash conversion cycle will be important to support our growth, fund our content investments and preserve our profitability.

Regulatory environment and industry trends

The production and distribution of drama series are generally subject to the changing government regulations and policies that affect the drama series industry in Indonesia and the evolving market trends. Government policies and regulations applicable to our industry may affect both our revenue opportunities and our cost structure. According to MPA, Indonesia's digital media entertainment market is projected to grow from US$2.5 billion in 2020 to US$5.3 billion by 2030, representing a 7.7% CAGR over the decade, driven by rapid digital adoption, rising demand for local content, and multi-platform monetization. According to MPA, the drama series market in Indonesia is expected to resume and the investment is expected to increase in the following years.

Changes in government policies may affect our revenue in several ways. Changes in government policies may affect the timing and pricing of our content distribution. Moreover, any changes in laws or regulations on the investment, development, production, distribution and broadcast of drama series industry would affect our operations accordingly. Regulations affecting the number and length of drama series or product placement would correspondingly influence our revenue.

MATERIAL ACCOUNTING POLICIES, JUDGMENTS AND ESTIMATES

Note 2 to "Appendix I — Accountants' Report" to this document sets forth certain material accounting policy information, which are important for understanding our financial conditions and results of operations.

Some of our accounting policies require us to apply estimates and assumptions as well as complex judgments related to accounting items. The estimates and assumptions we use and the judgments we make in applying our accounting policies have a significant impact on our financial position and operational results. Our management continually evaluates such estimates, assumptions and judgments based on past experience and other factors, including industry practices and expectations of future events that are deemed to be reasonable under the circumstances. There has not been any material deviation between our management's estimates or assumptions and actual results and we have not made any material changes to these estimates or assumptions during the Track Record Period. We do not expect any material changes in these estimates and assumptions in the foreseeable future. See note 3 to "Appendix I — Accountants' Report."

DESCRIPTION OF KEY ITEMS OF CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

The following table sets forth selected consolidated statements of comprehensive income items for the periods indicated:

	Year ended December 31,		
	2023	2024	2025
		Rp in million	
Revenue	**2,905,591**	**3,238,780**	**3,832,796**
Cost of sales and services	(2,142,126)	(2,245,627)	(2,751,503)
Gross profit	**763,465**	**993,153**	**1,081,293**
Selling and marketing expenses	(18,277)	(13,685)	(9,557)
General and administrative expenses	(528,440)	(593,099)	(453,455)
Finance costs	(14,494)	(9,588)	(6,633)
Other income, net	14,354	71,156	419,648
Profit before tax	**216,608**	**447,937**	**1,031,296**
Income tax expense	(47,064)	(52,353)	(64,310)
Profit for the year	**169,544**	**395,584**	**966,986**
Attributable to:			
Owners of the parent	168,714	382,716	958,445
Non-controlling interests	830	12,868	8,541
	169,544	395,584	966,986

	Year ended December 31,		
	2023	2024	2025
	Rp in million		
Other comprehensive income/(loss):			
Items that will not be classified to profit or loss in subsequent periods (net of tax):			
Equity investments designed at FVTOCI:			
Changes in fair value	(101,270)	(143,314)	(83,603)
Remeasurement of post-employment benefits	(2,039)	1,961	(1,584)
Total comprehensive income for the year	**66,235**	**254,231**	**881,799**
Attributable to:			
Owners of the parent	65,405	241,363	873,258
Non-controlling interests	830	12,868	8,541
	66,235	254,231	881,799

Revenue

During the Track Record Period, we generated our revenue from our three major segments, i.e., (i) content, IP and others, (ii) online advertising and (iii) subscription. See "*Business — Revenue Model and Monetization.*"

The following table sets forth our revenue breakdown by segment in absolute amounts and as percentages of our total revenue for the periods indicated:

	Year ended December 31,					
	2023		2024		2025	
	Amount	% of total Revenue	Amount	% of total Revenue	Amount	% of total Revenue
	Rp in million, except for percentage					
Content, IP and others						
Content and IP licensing	1,024,927	35.3	1,086,201	33.5	1,055,610	27.5
Media and talent agency	428,890	14.7	580,390	18.0	1,051,100	27.5
Subtotal	**1,453,817**	**50.0**	**1,666,591**	**51.5**	**2,106,710**	**55.0**
Online advertising	921,356	31.7	836,652	25.8	856,913	22.4
Subscription	530,418	18.3	735,537	22.7	869,173	22.6
Total	**2,905,591**	**100.0**	**3,238,780**	**100.0**	**3,832,796**	**100.0**

Content, IP and others

The content, IP and others segment includes revenue from (i) content and IP licensing, and (ii) our media and talent agency business. The media and talent agency business covers talent management, media inventory trading business through Mediate, media agency services, multi-channel network ("**MCN**") services provided through our StarHits platform, and music label and publishing activities.

For the content and IP licensing subsegment: revenue from content licensing is driven by the number of licensing arrangements and the price per license, which may vary depending on the nature and scale of each project; while revenue from IP licensing is generated from licensing and managing IP-related projects, and is influenced by the scale of the projects and the breadth of IP assets being licensed or under our management. This revenue stream also includes income from Google AdSense through the channels managed by MNC Pictures.

For the media and talent agency subsegment: revenue from talent management is generated from representing and managing artists, influencers and other creative professionals. This includes fees and commissions from endorsements, appearances, content collaborations and other commercial engagements; revenue from media inventory trading business, in which we purchase media inventory in large volumes from third parties at more competitive rates and then resell such inventory to clients (mainly advertisers or agencies), is recognized over time based on the underlying media inventory; revenue from media agency business is derived from fees we earn for providing integrated agency services to advertisers, including media strategy and planning, media purchasing, campaign execution, performance optimization and other related advisory services; revenue from MCN services consists of income from Google AdSense through the channels managed by PT SMN, and digital content marketing services executed through StarHits. We also generate revenue from music label and publishing activities, including the production, distribution, licensing and monetization of music content.

Revenue from the content, IP and others segment increased during the Track Record Period, primarily due to growth in revenue from the media and talent agency subsegment. Revenue from our media agency services increased significantly during the period, supported by improved macroeconomic conditions that contributed to higher overall advertising spending by advertisers. Our MCN business also grew steadily as we expanded our business. In the meantime, we are able to increasingly monetizing our MCN content through end-to-end digital content marketing campaigns rather than relying primarily on revenue from Google AdSense. Furthermore, during the Track Record Period, revenue from our media inventory trading business generally increased period by period as we expanded and increased the scale of this business.

Online advertising

The online advertising segment represents revenue derived from advertisement placements on our AVOD platform, RCTI+, with performance influenced by the volume of advertisement placements and the total amount of advertising placements.

Revenue from online advertising experienced a decline followed by modest growth during the Track Record Period, primarily due to our strategic shift beginning in 2024 to place greater emphasis on converting users into paying subscribers on Vision+ platform. As part of this strategy, we progressively reduced the availability of free content on RCTI+ and focused more on directing users toward subscription-based offerings on Vision+. This transition resulted in fewer advertising placements on free-to-access content, which in turn resulted in the decline in online advertising revenue. While this approach reduced online advertising revenue in the short term, it supports our broader objective of strengthening recurring subscription revenue and enhancing the long-term monetization of our digital platforms.

Subscription

Revenue from subscription primarily represents revenue from our SVOD platform, Vision+, through fees paid by users for access to premium content catalogs and platform features.

Revenue from subscription generally increased during the Track Record Period, primarily due to the growth in the number of paying subscribers on Vision+. This increase was supported by the availability of premium content offerings, including various special events, particularly sports-related programming, which attracted higher user engagement and encouraged subscription uptake. In addition, we expanded our portfolio of original content and micro drama series on Vision+, which enhanced its content attractiveness and contributed to higher subscriber acquisition and retention during the Track Record Period.

Cost of Sales and Services

Our costs of sales and services mainly comprise (i) digital costs, which include fees for cloud infrastructure, content delivery networks, (which help us deliver video smoothly to users), and other technology services that support our platforms, including both RCTI+ and Vision+. Digital costs also include payments for third-party content that we procure and the cost of licensing content from third parties for RCTI+; (ii) production costs, which are costs directly related to creating our own content. These include fees paid to actors and other talent, production crew expenses, equipment rental, studio rental, and post-production costs such as editing, sound design and visual effects; (iii) subscription costs, which are direct fees we pay to third-party service providers that support our Vision+ platform. This includes content providers, design service providers, payment gateway providers, software service providers, and other technology and service providers; (iv) direct advertising costs, which represent expenses related to media inventory buying; (v) depreciation and amortization mainly for content assets; (vi) employee benefit expenses, which include salaries, bonuses and other benefits for employees directly involved in producing and delivering our content and services; and (vii) others, which primarily represents other costs directly attributable to the provision of our products and services.

The following table sets forth a breakdown of our cost of sales and services by nature in absolute amounts and as percentages of our total cost of sales and services for the periods indicated:

	Year ended December 31,					
	2023		2024		2025	
	Amount	% of total costs	Amount	% of total costs	Amount	% of total costs
	Rp in million, except for percentage					
Digital costs	781,075	36.5	738,167	32.9	744,367	27.1
Production costs	668,015	31.2	533,045	23.7	476,294	17.3
Subscription costs	267,333	12.5	435,323	19.4	411,779	15.0
Direct advertising costs	100,110	4.7	210,706	9.4	774,235	28.1
Depreciation and amortization	200,439	9.3	215,061	9.6	241,045	8.8
Employee benefit expenses	125,144	5.8	112,460	5.0	103,133	3.7
Others	10	0.0	865	0.0	650	0.0
	2,142,126	100.0	2,245,627	100.0	2,751,503	100.0

Our digital costs decreased from 2023 to 2024, primarily due to the decrease in content licensing fees for RCTI+, and improved cost efficiencies in our digital infrastructure, driven by the optimization of our cloud infrastructure and content delivery networks, as well as more efficient management of technology resources supporting the digital operations of RCTI+ and Vision+. Our digital costs remained relatively stable in 2024 and 2025.

Our production costs decreased period by period during the Track Record Period, primarily due to improved cost efficiencies in our content production processes and leveraging Movieland's integrated production infrastructure. It reflects our efforts to streamline content creation, including more efficient utilization of production resources, better cost control over talent and crew expenses, and the increasing use of existing content libraries and more cost-effective production formats.

Our subscription costs increased significantly from Rp267,333 million in 2023 to Rp435,323 million in 2024, primarily due to the growth in our subscriber base and the expansion of content offerings on our SVOD platform. As the number of subscribers increased, the fees payable to third-party service providers also rose. In addition, we continued to enhance the variety and quality of content available on our platform, including the acquisition of additional licensed content and the integration of supporting digital services, which contributed to the increase in subscription business related costs. Our subscription costs then decreased slightly from Rp435,323 million in 2024 to Rp411,779 million in 2025, primarily because (i) we reduced bundled offerings with Pay-TV channels, which reduced the related subscription costs, and (ii) our ongoing efforts to optimize our subscription acquisition and retention strategies, helped us to contain subscription costs even as we continued to focus on growing our paying subscriber base and enhancing our content offerings.

Our direct advertising costs, which represent the direct costs to generate revenue from the media inventory trading business, increased from Rp100,110 million in 2023 to Rp210,706 million in 2024, and continue to significantly increase to Rp774,235 million in 2025, primarily attributable to higher media buying for media inventory as we expanded and increased the scale of our media inventory trading business.

Our depreciation and amortization expenses increased period on period during the Track Record Period, primarily due to increased investment in content assets and the corresponding amortization.

Our employee benefits expenses decreased period on period during the Track Record Period, primarily due to ongoing organizational efficiency initiatives and workforce optimization efforts. During the period, we streamlined certain operational functions and improved resource allocation across our business units, which resulted in a reduction in overall personnel-related expenses. In addition, for certain content creation activities, we procured production crew and related personnel on a project basis, rather than maintaining them as full-time employees, which allowed us to manage workforce requirements more flexibly and contributed to the overall decrease in employee benefit expenses.

Gross Profit and Gross Profit Margin

The following table sets forth a breakdown of our gross profit by segment in absolute amounts and gross profit margin, for the periods indicated:

	Year ended December 31,					
	2023		2024		2025	
	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin	Gross Profit	Gross Profit Margin
	Rp in million, except for percentage					
Content, IP and others	317,530	21.8%	552,770	33.2%	500,106	23.7%
Online advertising	272,614	29.6%	207,691	24.8%	205,040	23.9%
Subscription	173,321	32.7%	232,692	31.6%	376,147	43.3%
Total	**763,465**	**26.3%**	**993,153**	**30.7%**	**1,081,293**	**28.2%**

Our gross profit increased from Rp763,465 million in the year ended December 31, 2023 to Rp993,153 million in the year ended December 31, 2024, primarily because of higher revenue from the content, IP and others segment and subscription segment. Our gross profit margin increased from 26.3% in the year ended December 31, 2023 to 30.7% in the year ended December 31, 2024, primarily due to (i) the significant increase in the gross profit margin of our content, IP and other segment from 21.8% in 2023 to 33.2% in 2024, arising from (a) higher contribution from the monetization of our existing content library, where the contribution of depreciation and amortization expenses to our cost of sales and services remained stable, as well as (b) lower digital costs and production costs; (ii) increased contribution from the higher-margin subscription business; and (iii) our overall revenue uptake outpacing the growth in cost of sales and services, reflecting improved cost management during the period. The increase in our gross profit and gross profit margin in 2024 was partially offset by the decreased gross profit and gross profit margin of the online advertising segment, primarily due to our strategic shift to subscription business, which resulted in resulted in the decline in online advertising revenue, coupled with a more cautious advertising environment, with certain advertisers reallocating budgets to other digital platforms, impacting fill rates and pricing.

Our gross profit increased from Rp993,153 million in 2024 to Rp1,081,293 million in 2025, primarily due to higher revenue from subscription business, in line with the growth in our paying subscriber base resulting from the availability of additional exclusive content and special events on our platform. Despite the increase in gross profit, our gross profit margin decreased from 30.7% in 2024 to 28.2% in 2025, due to (i) decreased gross profit and gross profit margin for our content, IP and others segment, which primarily reflect a higher contribution from media inventory trading business, which typically generates lower margins compared to our other revenue streams, as this business line represents a relatively new initiative for us, and our current strategy is focused on expanding market share and establishing relationships with advertisers and partners; and (ii) continued decrease in the gross profit and gross profit margin for our online advertising segment, due to limited expansion in monetized inventory and relatively stagnant advertising placement volumes on our RCTI+ platform. The decrease in our overall gross profit margin in 2025 was partially offset by the increase in the gross profit margin of our subscription business, driven by a growing subscriber base alongside improved cost efficiencies in content and platform operations for Vision+, resulting in enhanced operating leverage.

Selling and Marketing Expenses

Our selling and marketing expenses primarily consist of expenses relating to promotional activities and marketing for our own products, platforms, services and brand. The following table sets forth a breakdown of our selling and marketing expenses for the periods indicated:

	Year ended December 31,		
	2023	2024	2025
		Rp in million	
Promotion expenses	12,914	9,744	7,056
Marketing expenses	4,941	1,669	1,023
Others[(1)]	422	2,272	1,478
Total	**18,277**	**13,685**	**9,557**

Note:

(1) Primarily represents hospitality expenses incurred in connection with our marketing activities.

General and Administrative Expenses

Our general and administrative expenses primarily consist of (i) depreciation and amortization relating to general and administration activities; (ii) employee benefit expenses, (iii) repair and maintenance expenses, (iv) utilities, (v) professional services fees, (vi) rental expenses, (vii) impairment and reversal of impairment of other assets and trade receivables, (viii) **[REDACTED]**, and (ix) others, which primarily represents license expenses, outsourcing expenses, and transportation related expenses. The following table sets forth a breakdown of our general and administrative expenses for the periods indicated:

	Year ended December 31,		
	2023	2024	2025
		Rp in million	
Depreciation and amortization	188,498	177,555	178,886
Employee benefit expenses	190,735	203,309	191,413
Repair and maintenance expenses	33,028	33,062	42,820
Utilities	23,146	40,774	65,249
Professional services fees	17,931	22,478	24,420
Rental expenses	14,040	13,035	12,255
Impairment/(reversal of impairment) of other assets	—	57,498	(57,498)
Impairment of trade receivables	33,883	38,677	2,398
Reversal of impairment of trade receivables	(10,268)	(27,177)	(46,167)
[REDACTED]	**[REDACTED]**	**[REDACTED]**	**[REDACTED]**
Others	37,447	33,888	25,543
Total	528,440	593,099	453,455

Finance Costs

Our finance costs primarily comprise (i) bank charges, (ii) interest expenses, and (iii) others, which primarily represents amortization of transaction costs related to interest-bearing bank borrowings. The following table sets forth a breakdown of our finance costs for the periods indicated:

	Year ended December 31,		
	2023	2024	2025
		Rp in million	
Bank charges	681	1,335	655
Interest expenses	37,905	30,579	26,232
Less: Interest capitalized	(24,986)	(22,706)	(20,612)
Others	894	380	358
Total	**14,494**	**9,588**	**6,633**

Other Income, Net

Our other income, net primarily consists of (i) bank interest income, (ii) other interest income, (iii) gain on disposal of our subsidiaries in 2024 and 2025, namely, PT MNC Media Baru, PT MNI Global and PT Media Nusantara Informasi; (iv) gain on disposal on property, plant and equipment; and (v) foreign exchange differences, net. The following table sets forth a breakdown of other income, net for the periods indicated:

	Year ended December 31,		
	2023	2024	2025
		Rp in million	
Bank interest income	13,860	11,497	14,221
Other interest income	—	4,284	14,794
Gain on disposals of subsidiaries	—	52,733	388,493
Gain on disposals of items of property, plant and equipment	922	914	1,207
Foreign exchange differences, net	(444)	1,458	879
Others	16	270	54
Total	**14,354**	**71,156**	**419,648**

Income Tax Expense

We are subject to income tax on an entity basis on profits arising in or derived from tax jurisdictions in which members of our Group are domiciled and operate. The applicable corporate income tax rates for our Company and Indonesia subsidiaries is 22% for the years ended December 31, 2023, 2024 and 2025. See Note 10 to the Accountants' Report in Appendix I to this document for more details.

Our effective tax rate was 21.7%, 11.7% and 6.2% for the years ended December 31, 2023, 2024 and 2025, respectively. During the Track Record Period, our effective tax rate was lower than the statutory corporate income tax rate, primarily because our taxable income was lower than our accounting profit before tax as a result of certain income not subject to tax, and effect of additional tax deduction. See note 10 to "Appendix I — Accountants' Report."

During the Track Record Period and up to the Latest Practicable Date, we did not have any material dispute with any tax authority.

PERIOD-TO-PERIOD COMPARISON OF RESULTS OF OPERATIONS

Year Ended December 31, 2024 Compared to Year Ended December 31, 2025

Revenue

Our revenue increased by 18.3% from Rp3,238,780 million in 2024 to Rp3,832,796 million in 2025, primarily attributable to an increase of revenue generated from the content, IP and others segment, together with growth in the online advertising and subscription segments.

Content, IP and Others

Revenue generated from content, IP and others segment increased by 26.4% from Rp1,666,591 million in 2024 to Rp2,106,710 million in 2025, primarily driven by the continued expansion of our content production activities, particularly in premium drama series, original digital titles, and micro dramas, alongside rising demand for our content licensing and syndication across our platforms. Growth in this segment was further supported by our media and talent agency business, alongside the strong development of our MCN operations, as we expanded our monetization across several social media platforms, including improved advertising revenue sharing and other content monetization initiatives and reduced reliance on traditional AdSense-based revenue streams.

Online Advertising

Revenue generated from online advertising segment increased slightly from Rp836,652 million in 2024 to Rp856,913 million in 2025, primarily due to the increased demand for digital video advertising placements on RCTI+. The increase was also supported by strong user engagement and traffic on the platform, which enhanced advertising attractiveness for advertisers. In addition, better overall macroeconomic conditions and a gradual shift of advertising budgets toward digital channels contributed to higher spending from brands seeking more targeted and measurable marketing solutions.

Subscription

Revenue generated from subscription segment increased by 18.2% from Rp735,537 million in 2024 to Rp869,173 million in 2025, primarily attributable to the increase in the number of paying subscribers on Vision+, resulting from the continued enhancement of the platform's content offering, including high-performing micro drama series, premium sports programs, and other compelling exclusive entertainment content.

Cost of Sales and Services

Our cost of sales and services increased by 22.5% from Rp2,245,627 million in 2024 to Rp2,751,503 million in 2025, primarily attributable to the increase in direct advertising costs due to the growth of our media inventory buying and trading activities.

Gross Profit and Gross Profit Margin

As a result of the foregoing, our gross profit increased from Rp993,153 million in 2024 to Rp1,081,293 million in 2025.

Our gross profit margin decreased from 30.7% in 2024 to 28.2% in 2025, primarily due to a greater share of revenue derived from the media and talent agency subsegment, particularly from media inventory buying and trading activities, which generally carry lower margins compared to our other segments, resulting in a modest compression of our overall gross profit margin in 2025.

Selling and Marketing Expenses

Our selling and marketing expenses decreased by 30.2% from Rp13,685 million in 2024 to Rp9,557 million in 2025, primarily due to lower promotion and marketing expenses during the period. The decrease reflects our more targeted and efficient marketing strategies, as well as greater reliance on our existing digital platforms, MCN and content ecosystem to promote our services, which reduced the need for external promotional and advertising spending.

General and Administrative Expenses

Our general and administrative expenses decreased by 23.5% from Rp593,099 million in 2024 to Rp453,455 million in 2025, due to reversal of impairment of other assets as the corresponding balances were secured by collateral since 2025. The decline was also supported by a net reversal of impairment of trade receivables in 2025 resulting from collection of amounts which provisions were made previously.

Finance Costs

Our finance costs decreased from Rp9,588 million in 2024 to Rp6,633 million in 2025, primarily due to the decrease in bank charges from Rp1,335 million to Rp655 million and the decrease in interest expenses (less interest capitalized) from Rp7,873 million to Rp5,620 million during the period, mainly as a result of loan repayments.

Other Income, Net

Our other income, net increased significantly from Rp71,156 million in 2024 to Rp419,648 million in 2025, primarily due to the gain on disposals of subsidiaries which engaged in the operation of online portal which engaged in the operation of online portal from Rp52,733 million for 2024 to Rp388,493 million for 2025. The disposal was part of our strategic initiative to streamline our business portfolio and focus on higher-growth digital entertainment segments.

Income Tax Expense

Our income tax expense increased from Rp52,353 million in 2024 to Rp64,310 million in 2025. The higher tax expense was in line with improved operational performance and higher profit before tax.

Profit for the Year

As a result of the foregoing, our net profit increased by 144.4% from Rp395,584 million in 2024 to Rp966,986 million in 2025.

Year Ended December 31, 2023 Compared to Year Ended December 31, 2024

Revenue

Our revenue increased by 11.5% from Rp2,905,591 million in the year ended December 31, 2023 to Rp3,238,780 million in the year ended December 31, 2024, primarily attributable to higher contributions from content, IP and others segment and subscription segment.

Content, IP and Others

Revenue generated from content, IP and others segment increased by 14.6% from Rp1,453,817 million in the year ended December 31, 2023 to Rp1,666,591 million in the year ended December 31, 2024, primarily attributable to improved monetization in our MCN business. The increase was also supported by a slight growth in media agency revenue, and a higher volume of content licensing arrangements during the period.

Online Advertising

Revenue generated from online advertising segment decreased from Rp921,356 million in the year ended December 31, 2023 to Rp836,652 million in the year ended December 31, 2024, mainly due to our strategic shift to focus more on converting users into paying subscribers on Vision+. As part of this strategy, we reduced the availability of free-to-access content and directed users toward subscription-based offerings, resulting in lower advertising placement and a corresponding decline in online advertising revenue during the period.

Subscription

Revenue generated from subscription segment increased by 38.7% from Rp530,418 million in the year ended December 31, 2023 to Rp735,537 million in the year ended December 31, 2024, primarily due to growth in the number of paying subscribers on our Vision+ platform, which increased from 2.61 million as of December 31, 2023 to 2.85 million as of December 31, 2024, as well as an increase in our average monthly spending per subscriber. This increase was supported by stronger conversion of free users into paying subscribers, improved content offerings including premium entertainment programs and sports content, and various promotional initiatives that enhanced user engagement and encouraged subscription uptake during the period.

Cost of Sales and Services

Our costs of sales and services increased slightly from Rp2,142,126 million in the year ended December 31, 2023 to Rp2,245,627 million in the year ended December 31, 2024, primarily due to higher subscription business related costs in line with the growth in the number of paying subscribers and expanded content offerings on our platform. The increase was also attributable to higher media buying for media inventory as we expanded and increased the scale of our media inventory trading business.

Gross Profit and Gross Profit Margin

As a result of the foregoing, our gross profit increased by 30.1% from Rp763,465 million in the year ended December 31, 2023 to Rp993,153 million in the year ended December 31, 2024.

Our gross profit margin increased from 26.3% in the year ended December 31, 2023 to 30.7% in the year ended December 31, 2024, mainly attributable to (i) the significant increase in the gross profit margin of our content, IP and others segment, due to lower digital costs and production costs; (ii) increased contribution from the higher-margin subscription business, and (iii) the overall expansion of our revenue base during the period, which grew at a faster pace than the corresponding increase in cost of sales and services.

Selling and Marketing Expenses

Our selling and marketing expenses decreased by 25.1% from Rp18,277 million in 2023 to Rp13,685 million in 2024, primarily due to the implementation of more targeted and cost-efficient marketing initiatives. In addition, we increasingly leveraged our own platforms and ecosystem to promote our services, reducing reliance on external advertising and promotional activities.

General and Administrative Expenses

Our general and administrative expenses increased slightly from Rp528,440 million in the year ended December 31, 2023 to Rp593,099 million in the year ended December 31, 2024, primarily due to the impairment of other assets from nil in 2023 to Rp57,498 million in 2024 and increased utilities expenses associated with increased business activity.

Finance Costs

Our finance costs decreased by 33.8% from Rp14,494 million in the year ended December 31, 2023 to Rp9,588 million in the year ended December 31, 2024, mainly due to the decrease in interest expenses due to the repayment of loans during the period.

Other Income, Net

Our other income, net increased significantly from Rp14,354 million in the year ended December 31, 2023 to Rp71,156 million in the year ended December 31, 2024, primarily due to the gain on disposals of our subsidiaries in 2024, including PT MNC Media Baru, PT MNI Global and PT Media Nusantara Informasi, who mainly engaged in the online portal business.

Income Tax Expense

Our income tax expense increased by 11.2% from Rp47,064 million in the year ended December 31, 2023 to Rp52,353 million in the year ended December 31, 2024, primarily due to higher taxable income.

Profit for the Year

As a result of the foregoing, our profit for the year increased by 133.3% from Rp169,544 million in the year ended December 31, 2023 to Rp395,584 million in the year ended December 31, 2024.

DISCUSSION OF SELECTED ITEMS OF CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

	As of December 31,		
	2023	2024	2025
	Rp in million		
Total Non-current Assets	4,590,966	5,022,612	5,589,737
Total Current Assets	1,919,967	2,312,745	2,794,001
Total Assets	**6,510,933**	**7,335,357**	**8,383,738**
Total Current Liabilities	984,969	1,037,971	1,111,127
Total Non-current Liabilities	369,519	375,689	469,115
Total Liabilities	**1,354,488**	**1,413,660**	**1,580,242**
Net Current Assets	**934,998**	**1,274,774**	**1,682,874**
Total Assets Less Current Liabilities	**5,525,964**	**6,297,386**	**7,272,611**
Net Assets	**5,156,445**	**5,921,697**	**6,803,496**

Current Assets and Liabilities

The following table sets forth our current assets and current liabilities as of the dates indicated:

	As of December 31,			February 28,
	2023	2024	2025	2026
	Rp in million			
Current assets				
Trade receivables	1,118,103	1,409,549	1,424,525	1,052,498
Prepayments, deposits and other assets	185,528	334,950	680,328	892,784
Cash and cash equivalents	616,336	568,246	689,148	667,115
Total current assets	**1,919,967**	**2,312,745**	**2,794,001**	**2,612,397**
Current liabilities				
Trade payables	583,275	646,847	709,454	530,893
Other payables and accruals	305,591	335,033	332,380	224,185
Contract liabilities	12,649	19,562	20,783	28,638
Interest-bearing bank and other borrowings	79,608	34,150	33,394	31,211
Tax payable	3,846	2,379	15,116	21,744
Total current liabilities	**984,969**	**1,037,971**	**1,111,127**	**836,671**
Net current assets	**934,998**	**1,274,774**	**1,682,874**	**1,775,726**

Our net current assets increased by 36.3% from Rp934,998 million as of December 31, 2023 to Rp1,274,774 million as of December 31, 2024, primarily as a result of (i) the increased trade receivables of Rp291,446 million, mainly due to sales growth and the addition of new customers, and (ii) the increased prepayments, deposits and other assets of Rp149,422 million, primarily driven by higher advances and prepaid operational expenses for content production and operational activities.

Our net current assets increased by 32.0% from Rp1,274,774 million as of December 31, 2024 to Rp1,682,874 million as of December 31, 2025, primarily as a result of (i) the increase in prepayments, deposits and other assets of Rp345,378 million, due to higher program advances in line with new program contracts to support content expansion and a wider screening schedule, and (ii) the increase in cash and cash equivalents of Rp120,902 million, mainly due to the decrease in capital expenditures.

Our net current assets increased by 5.5% from Rp1,682,874 million as of December 31, 2025 to Rp1,775,726 million as of February 28, 2026, primarily as a result of a decrease in trade payables of Rp178,561 million and other payables and accruals of Rp108,195 million, partially offset by the decrease in trade receivables due to increase in settlement of receivables from customers.

Trade Receivables

The following table sets forth the breakdown of our trade receivables as of the dates indicated:

	As of December 31,		
	2023	**2024**	**2025**
		Rp in million	
Third parties	224,671	232,750	301,805
Immediate holding company(1)	11,077	6,269	10,245
Intermediate holding company(2)	1,655	1,753	1,709
Ultimate holding company(3)	277	277	204
Fellow subsidiaries(4)	962,729	1,261,565	1,160,783
Related parties(5)	1,800	2,541	1,616
Impairment	(84,106)	(95,606)	(51,837)
	1,118,103	1,409,549	1,424,525

Notes:

(1) Refers to PT Media Nusantara Citra Tbk (excluding its subsidiaries).

(2) Refers to PT Global Mediacom Tbk (excluding its subsidiaries).

(3) Refers to PT MNC Asia Holding Tbk (excluding its subsidiaries).

(4) Fellow subsidiaries refer to entities held by PT MNC Asia Holding Tbk, excluding our ultimate, intermediate and immediate holding companies.

(5) Related parties represent the associates of the ultimate holding company.

Trade receivables mainly represent amounts due from customers for goods sold or services performed in the ordinary course of business. Impairment is measured using the expected credit loss approach under IFRS 9. No significant changes to the expected credit loss policy occurred during the Track Record Period. As of December 31, 2023, 2024 and 2025, we recognized loss allowance of trade receivables of Rp84,106 million, Rp95,606 million, and Rp51,837 million, respectively, which we believe provisions for impairment of trade receivables were sufficient as of the end of each period during the Track Record Period. As of December 31, 2023, 2024 and 2025, our trade receivables with a net carrying amount of Rp50,842 million, Rp50,842 million and Rp50,842 million, respectively, were pledged to secure certain of our general banking facilities.

Our trade receivables increased from Rp1,118,103 million as of December 31, 2023 to Rp1,409,549 million as of December 31, 2024, primarily attributable to increased receivables from fellow subsidiaries, driven by sales growth and expanded business with fellow subsidiaries. Our trade receivables then increased slightly to Rp1,424,525 million as of December 31, 2025, primarily due to increased receivables from third parties, resulting from sales growth and the addition of new customers.

The following table sets forth an aging analysis of the trade receivables as of the dates indicated, based on the transaction dates and net of loss allowance:

	As of December 31,		
	2023	**2024**	**2025**
		Rp in million	
Within one year	731,244	937,010	933,040
One to three years	206,764	235,727	226,641
Over three years	180,095	236,812	264,844
Total	**1,118,103**	**1,409,549**	**1,424,525**

The following table sets forth our average trade receivables turnover days for the periods indicated:

	For the Year Ended December 31,		
	2023	**2024**	**2025**
Trade receivables turnover days(1)	136	153	142

Note:

(1) Trade receivables turnover days are calculated using the average of opening balance and closing balance of trade receivables (excluding provision for impairment) for the relevant year divided by revenue for the relevant year and multiplied by number of days for the relevant year.

Our trading terms with customers are mainly on credit, except for subscription segment, which payment in advance is generally required. The credit period that we grant to our customers is generally 30 to 90 days for content, IP and others segment and online advertising segment, depending on the specific payment terms in each contract. Each customer has a maximum credit limit. During the Track Record Period, our trade receivables turnover days was longer than the typical credit terms we granted to our customers, primarily due to the nature of certain bundled advertising arrangements with FTAs, where collections are processed through a chain of advertisers to advertising agencies, then to FTAs, and subsequently to us. Similarly, certain subscription revenues generated through bundled offerings with Pay-TV for Vision+ are collected through an intermediary chain from customers to Pay-TV and then to us, which may also extend the overall collection cycle.

Our trade receivables turnover days increased from 136 days for 2023 to 153 days for 2024, primarily due to the collection structure of certain bundled advertising and subscription arrangements, where payments are received through intermediaries such as advertising agencies, FTA and Pay TV subsidiaries of MNC Group before being remitted to us, which extended the overall collection cycle. Our trade receivables turnover days then decreased from 153 days for 2024 to 142 days for 2025, primarily due to improved collection efforts and more effective receivables management, resulting in faster collection of outstanding balances from customers.

To strengthen the recovery of outstanding receivables, we have established effective customer credit policies, implemented strengthened credit term review and approval procedures and strengthened the receivables management performance review with respect to the relevant sales and marketing personnel. We seek to maintain strict control over our outstanding trade receivables to minimize credit risk. Our finance team is responsible for monitoring and collecting outstanding trade receivables on an ongoing basis and holding regular meetings to review collection progress. We apply a stepwise collection procedure, including automated reminders, invoice confirmations, and direct communication with customers. Overdue balances are reviewed regularly by our management. We do not hold any collateral or other credit enhancements over trade receivable balances.

As of February 28, 2026, Rp400,097 million, or 28.1% of our trade receivables as of December 31, 2025 were subsequently settled.

Prepayments, deposits and other assets

Our prepayments, deposits and other assets mainly consist of (i) program advances, which represent prepayment for unaired programs that have not been officially broadcast, (ii) other prepayments and advances, which mainly represents prepaid operational expenses; and (iii) deposits and other receivables, which mainly comprise loans to third parties.

The following table sets forth the breakdown of our prepayments, deposits and other assets by nature as of the dates indicated:

	As of December 31,		
	2023	2024	2025
		Rp in million	
Current:			
Prepayments:			
Program advances	24,426	27,165	268,619
Other prepayments and advances	117,725	161,437	146,626
Prepaid taxes	5,611	23,731	7,236
Deposits and other assets:			
Deposits and other receivables	37,500	72,825	248,980
Other assets	266	49,792	8,867
Non-current:			
Prepayments:			
Other advances	—	97,850	97,850
Deposits and other assets:			
Deposits and other receivables	1,988	96,482	217,831
Total	**187,516**	**529,282**	**996,009**

The increase in our prepayments, deposits and other assets from Rp187,516 million as of December 31, 2023 to Rp529,282 million as of December 31, 2024 were primarily due to (i) the increase in both current and non-current other prepayments and advances, which are attributable to higher advances and prepaid operational expenses for television program production, original content production and film production, as well as other advances used to support operational activities, (ii) the increase in current and non-current deposits and other receivables, primarily attributable to deposits paid for content procurement and orders in connection with the expansion of our content pipeline, and loans to third parties.

The increase in our prepayments, deposits and other assets from Rp529,282 million as of December 31, 2024 to Rp996,009 million as of December 31, 2025 were primarily due to (i) the increase in program advances, mainly for television production, original content and film production, prepayment for the broadcasting rights for the 2028 UEFA European Football Championship Euro 2028, as well as other operational advances, (ii) the increase in both current and non-current deposits and other receivables, primarily attributable to short term loans to our immediate holding company and long-term loans to third parties.

The following table sets forth the breakdown of our prepayments, deposits and other assets by counterparty as of the dates indicated:

	As of December 31,		
	2023	2024	2025
		Rp in million	
Prepayments:			
Third parties	111,849	117,638	78,697
Immediate holding company	498	294	278
Intermediate holding company	—	28	—
Fellow subsidiaries(1)	34,959	93,915	343,058
Related parties	456	98,308	98,298
Deposits and other assets:			
Third parties(2)	11,930	117,247	249,959
Immediate holding company(3)	1,261	51,576	150,988
Intermediate holding company	27	371	4,071
Fellow subsidiaries(4)	20,490	101,336	62,637
Related parties	6,046	6,067	8,023
Impairment allowance — third parties(5)	—	(57,498)	—
Total	**187,516**	**529,282**	**996,009**

Notes:

(1) The prepayments to fellow subsidiaries as of December 31, 2025 were primarily due to the prepayments for the broadcasting rights for the 2028 UEFA European Football Championship Euro 2028, which were made through the FTA business unit of MNC Media (as the master license holder for the MNC Group) to the license owner.

(2) The balances of deposits and other assets from third parties as of December 31, 2024 and 2025 include amounts due from third parties of Rp151,300 million and Rp201,000 million, respectively, that bear interest at 7.5% per annum and repayable in 2027. The loans to third parties were extended to support strategic business relationships with them, and also to optimize the use of our available funds while maintaining prudent risk management.

(3) The balances of deposits and other assets due from our immediate holding company as of December 31, 2025 include short-term loans extended to our immediate holding company as part of intra-group funding arrangements to support its working capital requirements.

(4) These deposits and other assets to fellow subsidiaries primarily comprise deposits made to and other receivables from them due to the broadcasting rights for certain entertainment and other types of content, as the payments were made through the FTA business unit of MNC Media (as the master license holder for the MNC Group).

(5) We applied for a loss rate of 35% for certain deposits and other assets from third parties for the year December 31, 2024. As the balances are secured by collateral since 2025, the respective impairment has been reversed during the year ended December 31, 2025.

Trade payables

The following table sets forth the breakdown of our trade payables as of the dates indicated:

	As of December 31,		
	2023	2024	2025
		Rp in million	
Third parties	120,133	138,843	248,242
Immediate holding company	81,571	26,912	7,509
Intermediate holding company	30,920	3,344	1,983
Fellow subsidiaries[(1)]	344,934	472,158	443,557
Related parties[(2)]	5,717	5,590	8,163
	583,275	646,847	709,454

Notes:

(1) The trade payables to fellow subsidiaries were primarily due to our advertising inventory buying from the FTA business unit of MNC Media.

(2) Related parties represent the associates of the ultimate holding company.

Our trade payables primarily consisted of payables to our suppliers, mainly those related to content production and advertising inventories. Our trade payables increased by 10.9% from Rp583,275 million as of December 31, 2023 to Rp646,847 million as of December 31, 2024, primarily due to higher advertising inventory buying as we expanded and increased the scale of our media inventory trading business, higher content production activities and increased procurement of production-related services in line with the expansion of our content pipeline and platform growth. Our trade payables increased by 9.7% from Rp646,847 million as of December 31, 2024 to Rp709,454 million as of December 31, 2025, primarily driven by continued investment in new content production and reflecting normal working capital movements associated with ongoing production schedules and business expansion.

The following table sets forth the aging analysis of our trade payables as of the dates indicated:

	As of December 31,		
	2023	2024	2025
		Rp in million	
Within one year	295,567	224,810	302,616
One to three years	131,432	197,728	193,437
Over three years	156,276	224,309	213,401
Total	**583,275**	**646,847**	**709,454**

The following table sets forth our average trade payables turnover days for the periods indicated:

	For the Year Ended December 31,		
	2023	**2024**	**2025**
Trade payables turnover days[(1)]	89	117	103

Note:

(1) Trade payables turnover days are calculated using the average of opening balance and closing balance of trade payables for the relevant year divided by cost of sales and services (excluding employee benefits expenses, depreciation and amortization) for the relevant year and multiplied by number of days for the relevant year.

Our trade payables turnover days increased from 89 days in 2023 to 117 days in 2024, primarily because we were able to negotiate more favorable payment terms with certain suppliers and content partners. Our trade payables turnover days then decreased to 103 days in 2025, primarily due to faster settlement of payables to suppliers and content partners, reflecting improved working capital management and more timely payment cycles during the year.

As of February 28, 2026, Rp246,111 million, or 34.7% of our trade payables as of December 31, 2025, had been settled.

Other payables and accruals

Our other payables primarily represent amounts payable for non-operational transactions that are not part of our core business activities. Our accruals mainly consist of accruals related to production activities and procurement of content, for which invoices have not yet been received as of December 31, 2025. The following table sets out a breakdown of our other payables and accruals as of the dates indicated:

	As of December 31,		
	2023	**2024**	**2025**
		Rp in million	
Other payables	90,041	112,588	109,312
Accruals	215,550	222,445	223,068
Total	**305,591**	**335,033**	**332,380**

Our other payables and accruals increased from Rp305,591 million as of December 31, 2023 to Rp335,033 million as of December 31, 2024 mainly attributable to the increase in other payables for non-operational transactions, and remained stable at Rp332,380 million as of December 31, 2025.

Non-current Assets and Liabilities

Property, plant and equipment

Our property, plant and equipment consisted of land, buildings, construction in progress, vehicles, office equipment and furniture and studio equipment.

The following table sets out a breakdown of our property, plant and equipment as of the dates indicated:

	As of December 31,		
	2023	2024	2025
		Rp in million	
Land	810,351	795,177	1,348,398
Buildings	20,520	18,617	16,743
Construction in progress	161,675	204,022	233,902
Studio equipment	219,026	115,500	77,174
Office equipment and furniture	17,699	78,565	15,288
Vehicles	10,073	12,366	8,186
Total	**1,239,344**	**1,224,247**	**1,699,691**

The net carrying amount of our land increased significantly from Rp795,177 million as of December 31, 2024 to Rp1,348,398 million as of December 31, 2025, because of the acquisition of new land for our Lido Music & Arts Center ("**LMAC project**"), an outdoor venue that we intend to organize various music and art festivals on a national and international scale.

The net carrying amount of our construction in progress increased from Rp161,675 million as of December 31, 2023 to Rp204,022 million as of December 31, 2024, and continued to increase to Rp233,902 million as of December 31, 2025, due to continued capital investment in the Movieland project and other facility improvements.

The net carrying amount of our studio equipment decreased significantly from Rp219,026 million as of December 31, 2023 to Rp115,500 million as of December 31, 2024, and further decreased to Rp77,174 million as of December 31, 2025, primarily due to disposal of MNC Portal Indonesia and continued depreciation of existing assets.

Intangible assets

Our intangible assets consisted of (i) digital platform, which represents the capitalized R&D investment for our RCTI+ and Vision+ platforms; (ii) channel development, which represents our Pay-TV channels; (iii) intellectual property, which represents the value of our various IP rights, and (iv) software. The decrease in the net carrying amount as of December 31, 2025 was primarily due to the disposal of MNC Portal Indonesia and continued amortization of existing intangible assets.

The following table sets out a breakdown of the net carrying amount of our intangible assets as of the dates indicated:

	As of December 31,		
	2023	2024	2025
		Rp in million	
Digital platform	2,066,542	2,218,577	2,108,027
Channel development	266,636	258,870	251,160
Intellectual property	7,954	7,407	6,842
Software	2,770	76	47
Total	**2,343,902**	**2,484,930**	**2,366,076**

Content assets

Our content assets consist of (i) content programs, which represent various types of content owned by us, whether produced internally or fully acquired; (ii) movie programs, which represent theatrical or silver screen content; (iii) licensed programs, which represent the content and IPs that have been acquired for internal utilization, and (iv) programs under production.

The following table sets out a breakdown of our content assets as of the dates indicated:

	As of December 31,		
	2023	2024	2025
		Rp in million	
Content programs	557,144	548,124	734,740
Movie programs	41,399	32,763	20,913
Licensed programs	868	699	32,389
Programs under production	106,258	84,513	50,741
Total	**705,669**	**666,099**	**838,783**

The net carrying amount of our content programs increased significantly from Rp548,124 million as of December 31, 2024 to Rp734,740 as of December 31, 2025, primarily due to a higher volume of acquired content during the period, as we expanded our content library to support our digital platform offerings, as well as an increase in internally produced content, especially micro drama content.

The net carrying amount of our movie programs decreased period by period during the Track Record Period, primarily because we gradually scaled back our investment in film production and our Group no longer produce and pursue movie production ventures from 2025 onwards.

The net carrying amount of our licensed programs increased significantly from Rp699 million as of December 31, 2024 to Rp32,389 million as of December 31, 2025, primarily due to the expansion of our licensed content portfolio during the period. This increase reflects our strategy to strengthen content offerings by acquiring additional third-party content and intellectual property to support our growing digital distribution and monetization initiatives.

Other financial assets

During the Track Record Period, we recorded Rp277,887 million, Rp445,347 million and Rp361,744 million of other financial assets as of December 31, 2023, 2024 and 2025, respectively. Our other financial assets consists of our equity investment in companies which are designated as FVTOCI, which mainly include our investment in PT Tripar Multivision Plus Tbk ("**Multivision**", an independent production house company with an extensive library of drama, film and licensed Indian content), M&M Media Inc. (a company that operates the music application, Trebel Music) and PT MNC Wahana Wisata ("**MWW**", a company primarily engaged in the development and management of entertainment facilities). The increase in our other financial assets in 2024 was primarily due to our new investment in Multivision. The decrease in our other financial assets in 2025 was primarily due to fluctuations of the fair value of our equity investments in these entities.

LIQUIDITY AND CAPITAL RESOURCES

Working Capital Sufficiency

During the Track Record Period, we met our working capital requirements mainly from cash generated from operations, capital contributions, and to a lesser extent, bank and other borrowings. Our anticipated cash needs include costs associated with the expansion of our program pipeline and business operations. Other than the bank borrowings that we may obtain, we do not have any plans for material external debt financing in the foreseeable future.

As of December 31, 2023, 2024 and 2025, we had cash and cash equivalents of Rp616,336 million, Rp568,246 million and Rp689,148 million, respectively. Taking into account the financial resources available to us, including cash flows from operating activities and the estimated net **[REDACTED]** from the **[REDACTED]**, our Directors are of the view that we have sufficient working capital to meet our present requirements and for the next 12 months from the date of this document.

Cash Flows

The following table sets forth a summary of our cash flows for the periods indicated:

	Year ended December 31,		
	2023	**2024**	**2025**
		Rp in million	
Net cash flows generated from operating activities	750,956	402,473	432,950
Net cash flows used in investing activities	(665,818)	(833,470)	(430,911)
Net cash flows (used in)/generated from financing activities	(59,688)	382,907	118,863
Net increase/(decrease) in cash and cash equivalents	25,450	(48,090)	120,902
Cash and cash equivalents at beginning of year	590,886	616,336	568,246
Cash and cash equivalents at end of year	**616,336**	**568,246**	**689,148**

Net Cash Flows generated from Operating Activities

In the year ended December 31, 2023, we had net cash flows generated from operating activities of Rp750,956 million, which was primarily due to cash receipts from customers of Rp2,658,492 million, partially offset by cash paid to suppliers and employees of Rp1,853,784 million, together with adjustments for interest income of Rp22,277 million, interest expense of Rp37,905 million and income tax payments of Rp38,124 million.

In the year ended December 31, 2024, we had net cash flows generated from operating activities of Rp402,473 million, which was primarily due to cash receipts from customers of Rp2,660,780 million, partially offset by cash paid to suppliers and employees of Rp2,220,949 million, together with adjustments for interest income of Rp19,494 million, interest expense of Rp30,579 million and income tax payments of Rp26,273 million.

In the year ended December 31, 2025, we had net cash flows generated from operating activities of Rp432,950 million, which was primarily due to cash receipts from customers of Rp3,521,537 million, partially offset by payments to suppliers and employees of Rp3,043,495 million together with adjustments for interest income of Rp21,429 million, interest expense of Rp26,232 million and income tax payments of Rp40,289 million.

Net Cash Flows used in Investing Activities

In the year ended December 31, 2023, we had net cash flows used in investing activities of Rp665,818 million, which was primarily due to (i) our acquisition of intangible assets of Rp392,420 million, (ii) acquisition of content assets of Rp170,957 million, (iii) acquisition of property, plant and equipment of Rp65,245 million, and (iv) acquisition of other financial assets of Rp45,196 million.

In the year ended December 31, 2024, we had net cash flows used in investing activities of Rp833,470 million, which was primarily due to (i) our acquisition of other financial assets of Rp310,774 million, due to the acquisition of a minority interest in Multivision; (ii) acquisition of intangible assets of Rp269,679 million, (iii) acquisition of content assets of Rp201,843 million, (iv) acquisition of property, plant and equipment of Rp122,948 million, and (v) prepayment for an investment at FVTOCI of Rp97,850 million, due to the increase in the investment in MWW, as partially offset by the proceeds from disposals of subsidiaries of Rp161,294 million and the proceeds from disposals of items of property, plant and equipment of Rp8,330 million.

In the year ended December 31, 2025, we had net cash flows used in investing activities of Rp430,911 million, primarily due to (i) acquisition of property, plant and equipment of Rp612,152 million, mainly due to the procurement of a piece of new land for our LMAC project, (ii) acquisition of intangible assets of Rp305,481 million, and (iii) acquisition of content assets of Rp95,357 million, as partially offset by the proceeds from disposals of subsidiaries which engaged in the operation of online portal of Rp580,376 million.

Net Cash Flows (used in)/generated from Financing Activities

In the year ended December 31, 2023, we had net cash flows used in financing activities of Rp59,688 million, due to repayments of interest-bearing bank and other borrowings.

In the year ended December 31, 2024, we had net cash flows generated from financing activities of Rp382,907 million, primarily due to proceeds from partial disposal of a subsidiary without loss of control of Rp461,021 million, as partially offset by repayments of interest-bearing bank and other borrowings of Rp78,114 million.

In the year ended December 31, 2025, we had net cash flows generated from financing activities of Rp118,863 million, which was primarily due to proceeds from partial disposal of a subsidiary without loss of control of Rp50,000 million and proceeds from interest-bearing bank and other borrowings of Rp100,000 million, as partially offset by repayments of interest-bearing bank and other borrowings of Rp31,137 million.

INDEBTEDNESS

As of December 31, 2023, 2024 and 2025 and February 28, 2026, being the most recent practicable date for determining our indebtedness, our indebtedness included interest-bearing bank and other borrowings.

Interest-bearing Bank and Other Borrowings

The following table sets forth details of our interest-bearing bank and other borrowings as of the dates indicated:

	As of December 31,			As of February 28,
	2023	2024	2025	2026
	Rp in million			
Current	79,608	34,150	33,394	31,211
Non-current	204,613	172,283	242,162	238,969
Total	**284,221**	**206,433**	**275,556**	**270,180**

Our interest-bearing bank and other borrowings during the Track Record Period were denominated in Rupiah and were primarily used to finance our capital expenditures. Our interest-bearing bank and other borrowings decreased from Rp284,221 million as of December 31, 2023 to Rp206,433 million as of December 31, 2024, primarily because we repaid certain bank loans and borrowings upon their maturity. Our interest-bearing bank and other borrowings then increased to Rp275,556 million as of December 31, 2025, primarily driven by higher working capital requirements, which led to the incurring of additional bank borrowings.

As of February 28, 2026, we do not have any unutilized banking facilities.

Statement of Indebtedness

Our Directors confirm that, during the Track Record Period and up to the Latest Practicable Date, the agreements under our borrowings did not contain any covenant that would have a material adverse effect on our ability to make additional borrowings or issue debt or equity securities in the future. Our Directors further confirm that we had no defaults in bank and other borrowings, nor did we breach any covenants (that were not waived) during the Track Record Period and up to the Latest Practicable Date. Our Directors further confirm that during the Track Record Period and up to the Latest Practicable Date, we did not experience any material difficulties in obtaining bank loans and other borrowings, credit facilities, or withdrawal of facilities or requests for early repayment.

Except as disclosed above, as of February 28, 2026, we did not have any outstanding debt securities, mortgage, charges, debentures or other loan capital (issued or agreed to be issued), bank overdrafts, loans, liabilities under acceptance or acceptance credits, or other similar indebtedness, leasing and financial leasing commitments, hire purchase commitments, guarantees on a consolidated basis. Our Directors confirm that, as of the Latest Practicable Date, there has been no material change in our indebtedness since February 28, 2026.

CAPITAL COMMITMENTS AND CONTINGENT LIABILITIES

As of December 31, 2023, 2024 and 2025 and February 28, 2026, we did not have any material capital commitments, contingent liability, guarantee or any litigation or claim of material importance, pending or threatened against us or any member of our Group that is likely to have a material and adverse effect on our business, financial condition and result of operations.

CAPITAL EXPENDITURES

During the Track Record Period, we incurred capital expenditures for additions of property, plant equipment, intangible assets and content assets. The following table sets forth the breakdown of our capital expenditures for the periods indicated:

	Year ended December 31,		
	2023	**2024**	**2025**
		Rp in million	
Property, plant and equipment	65,245	122,948	612,152
Intangible assets	392,420	269,679	305,481
Content assets	170,957	201,843	394,901
Total	**628,622**	**594,470**	**1,312,534**

For more details about our capital expenditures, see "— Discussion of Selected Items of Consolidated Statements of Financial Position — Non-current Assets and Liabilities."

Following the **[REDACTED]**, we will continue to incur capital expenditure to grow our business. We plan to fund our planned capital expenditure primarily with cash flows generated from our operations, bank borrowings, and the net **[REDACTED]** received from the **[REDACTED]**. See "Future Plans and **[REDACTED]**". We may adjust our capital expenditure for any given year according to our development plans or in light of market conditions and other factors we believe to be appropriate.

OFF-BALANCE SHEET ARRANGEMENTS

As of the Latest Practicable Date, we had not entered into any off-balance sheet transactions. We also have not entered into any financial guarantees or other commitments to guarantee the payment obligations of third parties. In addition, we have not entered into any derivative contracts that are indexed to our equity interests and classified as owners' equity. Furthermore, we do not have any retained or contingent interest in assets transferred to an unconsolidated entity that serves as credit, liquidity or market risk support to such entity. We do not have any variable interest in any unconsolidated entity that provides financing, liquidity, market risk or credit support to us or that engages in leasing, hedging or R&D services with us.

MATERIAL RELATED PARTY TRANSACTIONS

During the Track Record Period, we entered into a number of related party transactions, including (i) purchases of intangible assets and content assets from fellow subsidiaries; (ii) purchases related to cost of sales and services from our immediate and intermediate holding companies, fellow subsidiaries and related parties which represent associates of the ultimate holding company; and (iii) sales to our immediate and intermediate holding companies, fellow subsidiaries and related parties which represent associates of the ultimate holding company. Our outstanding balances with related parties as of December 31, 2025 were both trade and non-trade in nature. For more details about the non-trade outstanding balances with related parties, see "— Discussion of Selected Items of Consolidated Statements of Financial Position — Prepayments, Deposits and Other Assets."

Our Directors believe that the related party transactions described above were carried out on an arm's length basis and will not distort our results during the Track Record Period or make such results not reflective of our future performance. For more details about our material related party transactions, see note 30 to the Accountants' Report set out in Appendix I to this document.

KEY FINANCIAL RATIOS

The following table sets forth certain of our key financial ratios as of the dates or for the periods indicated:

	Year ended/as of December 31,		
	2023	2024	2025
Revenue growth rate[(1)]	N/A	11.5%	18.3%
Gross profit margin[(2)]	26.3%	30.7%	28.2%
Net profit margin[(3)]	5.8%	12.2%	25.2%
Current ratio[(4)]	1.9	2.2	2.5
Gearing ratio[(5)]	0.06	0.04	0.04

Notes:

(1) Revenue growth rate is calculated by subtracting the prior period's revenue from the current period's revenue, dividing the result by the prior period's revenue, and multiplied by 100%.

(2) Gross profit margin is calculated by subtracting cost of sales and services from revenue, dividing the result by revenue, and multiplied by 100%.

(3) Net profit margin is calculated by dividing net profit (profit for the period after tax) by revenue, and multiplied by 100%.

(4) Current ratio is calculated by dividing current assets by current liabilities as of the end of the period, and presented as a multiple.

(5) Gearing ratio is calculated by dividing total debt (current and non-current interest-bearing bank and other borrowings) by total equity as of the end of the period, and presented as a multiple.

FINANCIAL RISKS

We are exposed to a variety of financial risks, including credit risk and liquidity risk. We manage and monitor these exposures to ensure appropriate measures are implemented on a timely and effective manner. For further details, see note 33 to the Accountants' Report set out in Appendix I to this document.

DIVIDENDS

We do not maintain a fixed dividend payout policy. The declaration and payment of dividends, if any, is at the discretion of the Board of Directors and is subject to our financial performance, cash flows position, capital requirements, and approval by the Shareholders at a GMS in accordance with applicable laws and regulations.

During the Track Record Period, we did not declare or pay any material dividends, as earnings were primarily retained to support ongoing business operations and fund growth initiatives.

DISTRIBUTABLE RESERVES

As of December 31, 2023, 2024 and 2025, our Company had appropriated accumulated profit, which considered as distributable reserves of Rp5,000 million, Rp6,000 million and Rp7,000 million, respectively, available for distribution to our Shareholders.

[REDACTED]

[REDACTED]

See "Appendix II — **[REDACTED]**."

NO MATERIAL ADVERSE CHANGE

After performing sufficient due diligence work which our Directors consider appropriate and after due and careful consideration, our Directors confirm that, up to the date of this document, (i) there has been no material adverse change in our financial, operational, and/or trading position since December 31, 2025, being the date of our latest audited consolidated financial position as set out in the Accountants' Report in Appendix I to this document and (ii) there has been no material adverse change in our business, the industry in which we operate and/or market or regulatory environment to which we are subject.