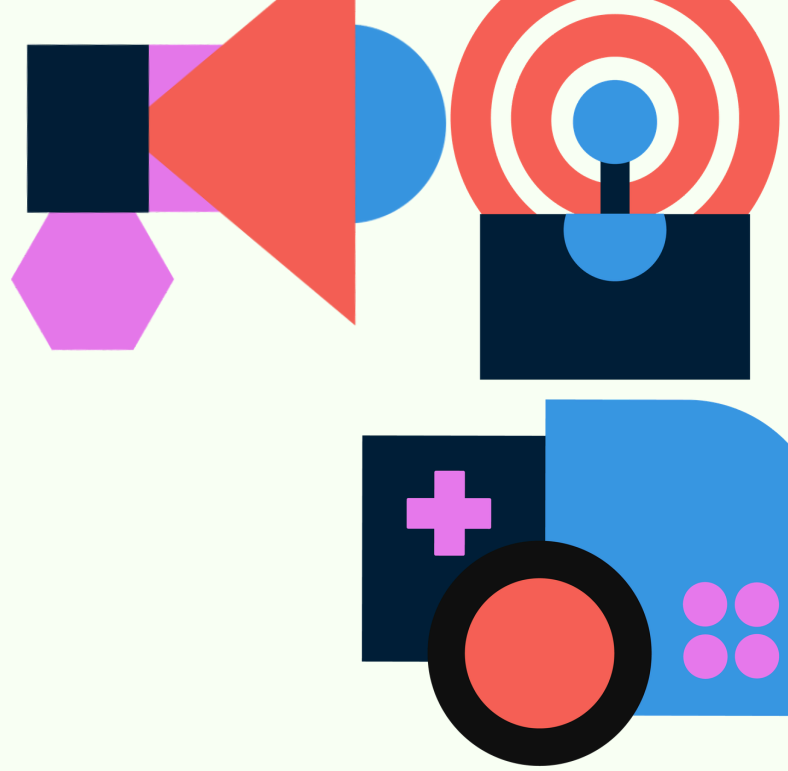


IMPACT

2025 Annual Report





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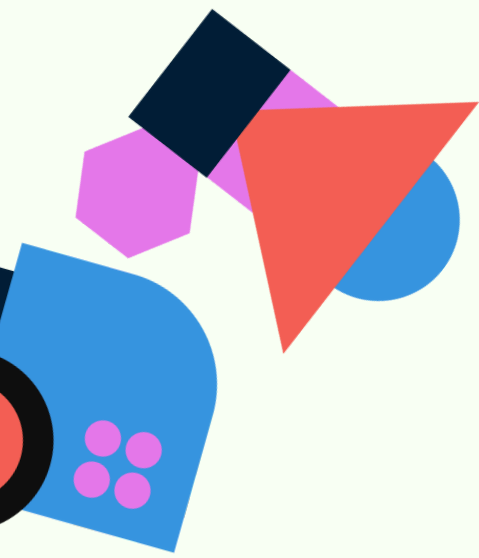


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A man with glasses and a dark shirt is speaking into a microphone at a podium. Behind him is a large banner featuring various sports-related icons: a guitar, a car, a hand holding a lightning bolt, a football, and a checkered flag. The banner also includes the text "Dikuasakan oleh:" followed by logos for KBS and another organization. The overall image has a dark, moody aesthetic with a blue-to-red gradient overlay.

MESSAGE FROM THE LEADERSHIP

Chairman's Message



Sheikh Farouk Sheikh Mohammad

Chairman, Board of Trustees

I am proud of how our teams created platforms that moved beyond traditional structures, giving young people the space, tools and confidence to lead social projects, build social impact-driven enterprises and turn ideas into action.

In building any lasting structure, everything begins with a strong foundation. In 2025, our priority was to strengthen that foundation for Malaysian youth through sound governance, financial discipline and close alignment with the Ministry of Youth and Sports (KBS).

Good governance is more than compliance. It creates the stability and trust needed for meaningful impact to grow. With a stronger foundation, we are better positioned to deliver programmes that are sustainable, transparent and relevant to the aspirations of young Malaysians.

But a strong foundation is only the beginning. I am proud of how our teams created platforms that moved beyond traditional structures, giving young people the space, tools and confidence to lead social projects, build social impact-driven enterprises and turn ideas into action.

When strong foundations meet youth creativity and bold ambition, we do more than build programmes — we build a future that can stand the test of time.

CEO's Message



Ahmed Faris Amir

Chief Executive Officer

We bet on our distinct portfolios, rooted in different parts of the youth ecosystem.

2025 was a year of consolidation. We closed out six years of work and started designing the next five. What that actually meant was months of hard conversations with our Senior Management team and Board of Trustees about what we've learned, what works, and what we've been doing just because we started it. Not comfortable conversations, real ones. In 2019, we were rebuilding from the ground up. Uncertain about direction, uncertain about funding, uncertain whether any of this would matter. We bet on our distinct portfolios, rooted in different parts of the youth ecosystem. We made mistakes, pivoted, and learned what actually moves things versus what just looks good on a report.

The numbers matter, so here they are. Kuasa Orang Muda in 2025 alone reached 10,687 students. Civic literacy scores moved from 2.24 to 3.6. 70% pledged to vote. I can't promise they will, but the shift was measurable and real. For esports, the story was about scale and access. Malaysia Esports League (MEL) reached 16,130 players across 9 game titles. Malaysia Esports Accelerator Program (MEAP) exceeded its target threefold, supporting 26 competing internationally when we planned for 6. Dana Esukan KBS (DEK) gave grants to 75 projects nationwide, reaching 25,000 participants.

The demand speaks for itself. There's talent here waiting for structured pathways and someone to remove the financial barriers. Anugerah Lagu Indie (ALI) hit its fifth year. 470 song submissions, over 5000 votes, and 74% engagement conversion. That's not vanity metrics. That's indie musicians, largely young people, actually participating in building something together for their peers. Across all our portfolios, we reached over 69,000 people in esports infrastructure alone, 15,000 youth directly, and garnered 45 million views on media.

In 2026, we're launching IMPACT 2030. That 5-year strategy shaped through months of work with our Senior Management and Board. It reflects what we learned closing these past years. It commits to deepening what works and rethinking what doesn't. As I enter my 7th year of leading this organisation, I'm aware of what we haven't solved yet. Outcome measurement. Sustainability of youth-led initiatives. The systems that make impact stick after we step back. These aren't problems we've dodged. They're problems we're naming so we don't pretend they don't exist.

I'm grateful for the teams who made that possible. To everyone at IMPACT, thank you for choosing rigour over comfort, for trying tirelessly, for pushing us to see what we're actually doing versus what we hope we're doing. Next year is clear. We activate young people as agents of their own change. We amplify what they create and who they are. We advocate for the systems that make that possible.

That's the work ahead, and I'm excited.

A handwritten signature in black ink, consisting of a stylized 'M' with a horizontal line extending to the right and a small dash below it.



ABOUT US



Who We Are



We are a strategic catalyst agency for and under the purview of the Ministry of Youth and Sports (KBS). As an impact-driven, non-profit company limited by guarantee (CLBG), Impact has three focus areas namely youth, esports and media across several flagship brands - Impact Malaysia, Rakita 107.9, Esports Integrated and Spacerubix. All of our brands are dedicated to fulfilling their role under each focus area with each engaging with specific target audiences.

As a strategic catalyst, our roles involve bringing experience, expertise, and strategic methodologies to help catalyze, create, consult on, and innovate initiatives centered around youth and esports. We ensure that all our initiatives align strategically with KBS' mission, vision, and goals.

Vision & Mission

VISION

To be Malaysia's leading catalyst in driving sustainable development and youth empowerment, nurturing a thriving ecosystem where youth, esports, and media come together to inspire progress.

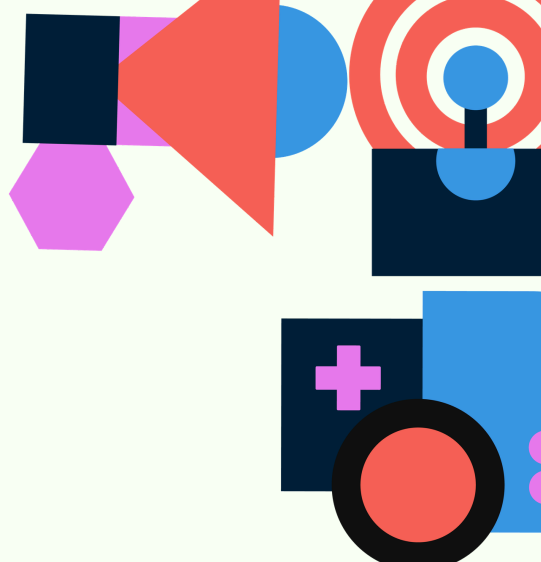
We envision a future where young Malaysians rise as agents of change — bold, creative, and compassionate — shaping a world defined not just by innovation, but by integrity and heart.

MISSION

To empower and uplift Malaysia's youth through the convergence of social impact, esports, and media.

By offering learning platforms, inclusive opportunities, engaging storytelling, and community-driven experiences, we strive to ignite confidence, creativity, and civic consciousness among young Malaysians.

Our Core Values



Integrity

We believe in being transparent and ethical in every aspect of our business.

Socially Conscious

We take active efforts to incorporate social impact in all aspects of our business.

Consultative

Being consultative is a two-way street. We aim to create a culture of willingness to accept and seek out advice and feedback from others as well as a willingness to provide the same.

Growth Focused

We believe that a company's growth and the personal and professional growth of its employees are one and the same.

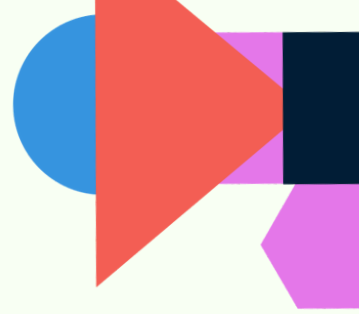
Entrepreneurial

We believe in embracing the entrepreneurial spirit of being critical, proactive and adaptable.

Innovative

We seek out and actively prioritize innovative solutions to stay ahead of the curve

Board of Trustees



Chairman

Sheikh Farouk was the Managing Director of AEON Big, is a seasoned finance professional with extensive corporate experience. With 18 years at Nestlé, he held various strategic roles, including Finance Project Manager for Zone Asia, Oceania, and Africa, and Global Finance Lead for Innovation and Renovation. His leadership brings a wealth of expertise and strategic insight to Impact Integrated.



Trustee

Norhidayati Zakaria is a Principal Assistant Secretary at the Corporate Administration & Coordination Unit, GIC. Her career spans multiple key roles in the Malaysian government, including positions in the Prime Minister's Department and the Ministry of Health. Her strong background in administrative and financial management makes her a valuable asset to the board.



Trustee

Dr. Nagulendran, known as Dr. Nagu, serves as the Secretary General of the Ministry of Youth and Sports. With a career focused on biodiversity, biosafety, and environmental governance, Dr. Nagu has been instrumental in policy formulation and international negotiations. His expertise in sustainable development is critical to Impact Integrated's mission.



Trustee

Johan Rozali-Wathooth is the Founder & CEO of Bintang Capital Partners and Deputy CEO of AHAM Asset Management. With extensive experience in impact investing and corporate management, Johan plays a pivotal role in guiding Impact Integrated's strategic direction, leveraging his expertise in both corporate and impact sectors.



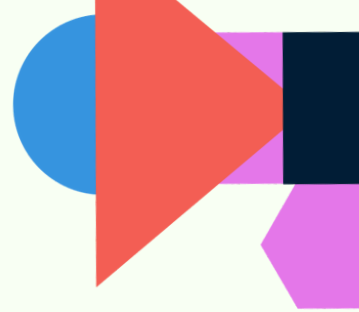
Trustee

Kudsia Kahar, Co-Founder of Metamorfosa, is a broadcasting pioneer with 30 years of experience in traditional and digital media. She played a key role in the success of major radio stations like Hitz, ERA, and Sinar FM. Her visionary leadership and deep understanding of media dynamics contribute significantly to Impact Integrated.



Trustee

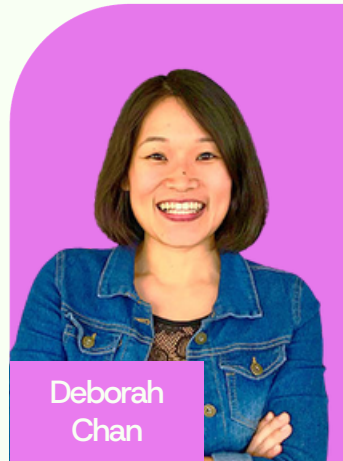
Sasibai Kimis is the Founder of Earth Heir, a social enterprise dedicated to supporting traditional artisans and marginalized communities. With experience at the UN and in investment banking, Sasibai's work has positively impacted over 500 artisans in Malaysia. Her dedication to ethical entrepreneurship aligns with Impact Integrated's core values.



Samuel
Siew

Trustee

Samuel Siew, CEO of Courtsite, is a respected coach and educator in Malaysia's sports industry. With a background in grassroots football development and sports tech, Samuel's leadership at Courtsite, a sports aggregator platform, showcases his commitment to enhancing sports accessibility and development in Malaysia.



Deborah
Chan

Trustee

Deborah Chan, CEO of Wiki Impact, co-founded a media network dedicated to the impact industry in Malaysia. Her work, particularly through the 'Poverty Project,' highlights crucial societal issues and inspires change. With over 18 years of experience in community development, Deborah's contributions are vital to the board's social impact focus.



Leon Koay

Trustee

Leon Koay is the Head of Strategy and Transformation for Maybank Investment Banking Group. With a diverse background in corporate strategy and finance, Leon has served on various boards, bringing valuable insights from his experience in both private and public sectors to Impact Integrated.



John-Son
Oei

Trustee

John-Son Oei is the Founder & Group CEO of EPIC Collective, a social enterprise focused on empowering individuals to impact communities positively. His leadership in creating innovative platforms and initiatives has been instrumental in driving social change, aligning closely with the mission of Impact Integrated.



Athari
Bahardin

Trustee

Athari Bahardin is a Senior Associate at J. Kuldeep Kumar & Co., bringing a strong legal background to the board. His journey through Universiti Teknologi MARA, where he earned his Bachelor of Legal Studies and LL.B, has equipped him with the expertise needed to contribute effectively to Impact Integrated's governance.



Izzat Afifi
Abdul Hamid

Trustee

Izzat Afifi, President of Majlis Belia Malaysia, is also a Partner at Messrs. Izzat & Co. With degrees in Law and International Law from the International Islamic University Malaysia, he brings a strong legal background and a passion for youth empowerment to the board, influencing both the legal and youth sectors in Malaysia.

Appointment until:
17 September 2025

Senior Management Team



Ahmed Faris Amir

Chief Executive Officer

A Physics graduate from UiTM, he has built a diverse career across education, F&B, events, fashion, tech, management consulting, and social activism. Since stepping in as Acting CEO in 2019, Med has led major audits, restructuring, and organisational remodelling. Under his leadership, flagship initiatives including Impact Malaysia and Esports Integrated were launched, establishing a strong foundation for the agency's continued growth and impact in youth development and strategic innovation.



Shamila Shereen
Ananthanathan

VP, Corporate Services & Governance

Shamila leads Finance, HR, Asset Management, and Governance at Impact Integrated. With a strong auditing background in global firms, she brings deep operational expertise. She previously secured ISO 9001 certification for the Malaysian Football League and developed the Football Economic Control Regulations, making Malaysia the second country after Spain's La Liga to adopt them. She also led financial planning and analysis for the Shell Real Estate Account, consistently delivering cost-efficient performance. Outside of work, she enjoys futsal, badminton, and hiking.



Mastura M. Rashid

VP, Strategy & Operations

Mastura leads Impact Integrated's strategy, systems design, and strategic communications. With a background in human rights and women's political participation, she has co-founded social enterprises focused on poverty alleviation. She was the first Asian to receive the Muhammad Ali Humanitarian Award (2014) and was named Her World's Young Achiever of the Year (2017). In her free time, she enjoys budget travel, making music, and power breakfasts.



Khairul Amir Fadzalih

VP, Corporate Affairs

Amir leads Corporate Affairs with a strategic government affairs focus. He holds a Master's degree in Integrated Marketing Communication. An Outstanding Fellow of the Perdana Leader Fellowship Program (2013), he also received a Gold Medal and was awarded the Asia Invention Association Grand Award (2012) at i-ENVEX. With a background in engineering, leadership, and communications, he brings a multidisciplinary perspective to his work.

Our Brands



Impact Malaysia is a social impact initiative of Impact Integrated, an agency under the purview of the Ministry of Youth and Sports. Impact Malaysia empowers youth to become changemakers through various capacity-building activities, funds, social impact projects, collaborations and strategic communications



Esports Integrated (ESI) is an initiative under Impact to catalyse a vibrant, sustainable and inclusive esports ecosystem in Malaysia through the creation and implementation of structures stated inside KBS's Strategic Plan for Esports Development 2020-2025.



More than just a radio station, Rakita is a multiplatform infotainment media brand tailored specifically to become the voice of underserved Malaysian youth by sharing their talents, thoughts and opinions.

Rakita started broadcasting on the 8th of January 2019. Since then Rakita has developed and grown its 360 media platform in hopes of becoming the voice of underserved Malaysian youths by sharing their talents, thoughts, opinions, raising public awareness and enhancing their interests towards a progressive and positive lifestyle with a youth-centric delivery. Rakita broadcasts in Bahasa Malaysia and English.



Spacerubix is Klang Valley's most vibrant community space located in Puchong, with amenities for meetings, sports, fitness, events and cost-effective lodging. Situated in Puchong, Spacerubix caters for all venue needs under the sky.



YOUTH

18,181

youth beneficiaries

150

youth changemakers



Akademi Rakan Muda



Akademi Rakan Muda is a social impact incubator for young changemakers who want to create positive impact in their communities. Youth are given training, mentorship and a small fund to run localized projects based on the 10 themes of Rakan Muda.

Akademi Rakan Muda Projects

Rakan Muda	Project Description	Achievements
	Pocket Bike Academy (Selangor) • Addresses lack of early motorsports development platforms • Tackles unsafe and uncontrolled motorcycle activities among youths • Highlights underexplored career pathways in motorsports	Impact: Increased awareness of motorsports careers and safety knowledge through one-day workshop + practical demonstration Participants • Direct beneficiaries: 53 participants • Indirect beneficiaries: 32 individuals • Total: 85 pax
	Steel Steady (Keningau, Sabah) • Encourage youth interest in TVET, especially welding technology • Provides platform for youth to gain practical skills in metalwork • Fosters civic responsibility and technical proficiency by restoring and repairing damaged metalwork in public communal spaces	Impact: • Scores 4 out of 5 for improved knowledge of basic welding & safety technique after workshop, as well as improved interest in TVET careers • 93.3% workshop participants (112 pax) became volunteers for community service • Community service: Completed facility repairs for one school, KAFA SK Kampung Keningau Participants Direct beneficiaries: 224 participants Indirect beneficiaries: 360 individuals Total: 584

Rakan Muda	Project Description	Achievements
	Okay Youth (Negeri Sembilan) • Provides a platform for OKU youth to be recognized as valued members of the community • Focuses on Communication, Leadership and Community. • Empower youth to improve self-confidence, independence, and social inclusion through inclusive programs	Impact: • 60% (N=60) OKU youths demonstrated improved leadership & inclusive communication skills after workshop • Engaged with min. 5 strategic partners to raise awareness on abilities diversity and OKU youth leadership: Affin Islamic Bank, Evolve III, Google for Education etc. Participants • Direct beneficiaries: 193 participants (OKU youths + youths) • Indirect beneficiaries: 480 individuals • Total: 673 pax
	Bengkel GENDERasi (Kuala Lumpur) • Encourages active participation in promoting equality, justice & human rights • Focuses on Sexual Harassment & Gender-based violence, Bodily Autonomy & Domestic Violence.	Impact: • >80% participants showed increased knowledge related to bodily autonomy rights & gender-based violence after workshop • 160 participants received information on appropriate referral channels to address bodily autonomy & GBV Participants Direct beneficiaries: 160 participants Indirect beneficiaries: 580 individuals Total: 740 pax

Rakan Muda	Project Description	Achievements
	Fertile Future (Pahang) • A university-based food waste composting initiative • Convert food waste from the campus into nutrient-rich organic fertilizer while promoting circular economy practices • Raise awareness among student on sustainable living and responsible consumption	Impact: • 92% (N=257) demonstrated improved competency in composting and food waste handling skills among students & staffs • Produced & distributed sustainable organic fertilizer to support soil fertility in campus: 204.4kg of solid (hot compost + bokashi) & 3.5L of liquid fertilizer (bokashi tea) Participants • Direct beneficiaries: 257 participants • Indirect beneficiaries: 480 individuals • Total: 673 pax
	Pemeriksaan Belia Melalui Kebun (Kuala Lumpur) • Empower youth through sustainable community garden using vertical farming systems to increase crop yields • Provide practical training in urban agriculture • Encourage social entrepreneurship by linking garden produce to income-generating opportunities	Impact: • All youths(N=33) showed improved understanding on hydroponics in post-test. Majority began with low knowledge (Baseline) during pre-test • Average 28 households received vegetable yield within the 3-months program period Participants Direct beneficiaries: 102 participants Indirect beneficiaries: 280 individuals Total: 382 pax

Rakan Muda	Project Description	Achievements
	Bengkel Seni Asas Tarian Etnik Sarawak, Seni Asas Muzik Tradisional (Sarawak) • A cultural arts workshop focused on teaching the foundational skills of Sarawak's ethnic dances & traditional music • Involve local youth in productive ecotourism & cultural activities to reduce vulnerability to drug addiction	Impact: • Participants learnt basic skills in Sarawak ethnic dance through 3 workshops within this 3-month program period Participants • Direct beneficiaries: 104 participants • Indirect beneficiaries: 82 individuals • Total: 186 pax
	Temasya Rentak Warisan (Kelantan) • Introduce youth poetry-based songs & oral traditions. • Encourage active involvement of youth in preserving & performing traditional oral arts • A platform for youth to express themselves artistically, fostering creativity, confidence & community unity	Impact: • 86.1 (N=44) youths demonstrated increased appreciation of song lyrics • 72.1% (N=44) youths show increased interest in the music industry • Production of 5 new musical works Participants Direct beneficiaries: 203 participants Indirect beneficiaries: 522 individuals Total: 725 pax

Rakan Muda	Project Description	Achievements
	Fight of Valor (Perak) - Engage youth in structured boxing training as a positive alternative to negative behaviors - Build resilience, discipline & personal growth through workshops & mentorship - Encourage youth to stay physically active, participate in community initiatives & adopt a healthy, proactive lifestyle	Impact: - About 353 individuals participated in at least 1 out of 4 structured boxing sessions 14.3% (N=143) improvement in youth leadership & confidence after program - About 10 youths volunteered in leadership & event coordination roles of this project Participants Direct beneficiaries: 143 participants Indirect beneficiaries: 210 individuals Total: 353 pax
	#Mena Sik Tok (Sarawak) - Build awareness among youth to recognize scam tactics, understand digital safety & report scams confidently - Foster emotional resilience & critical thinking through an immersive escape room experience based on real-life scenarios - Encourage participants to become responsible digital citizens who guide & educate peers on safe online practices.	Impact: 100% (N=105) youths understood of scam types, red flags and digital safety practices - Engaged with 6 industry partners who conducted FGDs & collect youth recommendation (CelcomDigi, Bank Negara Malaysia, Ratio: Cause, JomCheck Malaysia etc) Participants Direct beneficiaries: 105 participants Indirect beneficiaries: 34 individuals Total: 165 pax



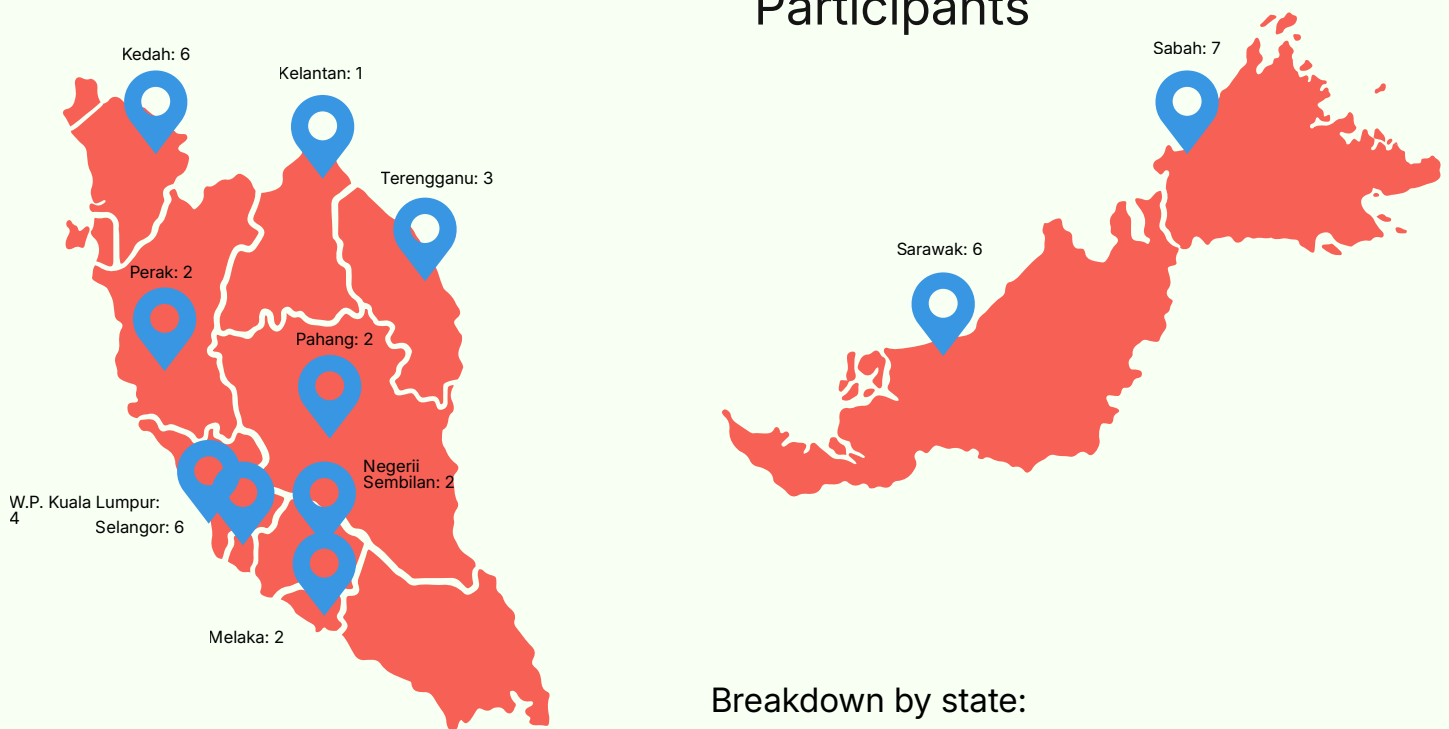
Kuasa Orang Muda



Bridged the democracy and political literacy gaps by educating, communicating, and gaining valuable feedback from youth all over Malaysia with the sole purpose of shaping youth today into proactive, well-informed citizens.

Jelajah Kuasa Orang Muda went to **41 locations**

10,102
Participants



Breakdown by state:

- Kedah: **6**
- Kelantan: **1**
- Perak: **2**
- Terengganu: **3**
- Pahang: **2**
- Negeri Sembilan: **2**
- Melaka: **2**
- Sabah: **7**
- Sarawak: **6**
- W.P. Kuala Lumpur: **4**
- Selangor: **6**



67.6%

youths pledged to
always be aware of
current issues and
political
development in the
country

70%

youths pledged to
vote and participate
in the electoral
process

60.4%

youths pledged to
discuss and share
democratic views
with people around
them



A photograph of a crowd of people at a media event, overlaid with a semi-transparent red filter. Many people are holding up their smartphones to take pictures or videos. A microphone on a stand is visible in the center of the crowd. The word 'MEDIA' is written in large, white, bold, sans-serif capital letters across the upper left portion of the image.

MEDIA

45,253,764 views

1,947,871 engagements



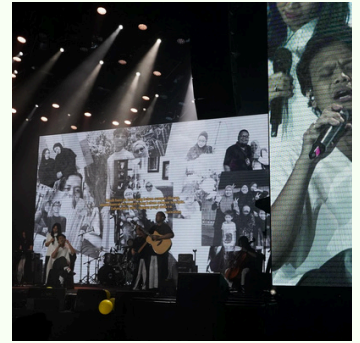
Lagu Terbaik
Mafidz



Teh Tarik Senja
Bola Si Ernie



An Honest Mistake
I, Suffocate (Feat. Amanda
Love & Ewan Roslan)



Backstage
Crazy Grizzly



Anugerah Lagu Indie

Anugerah Lagu Indie championed the raw, unique sounds of Malaysia's independent music scene. We dismantled the barriers between underground talent and mainstream recognition, providing a stage where unconventional genres and bold lyrics thrive.

470

Total songs
submitted

7,135

Public votes
received



1,413,289

Engagements

1,896,615

Views



Rakan Muda Presents

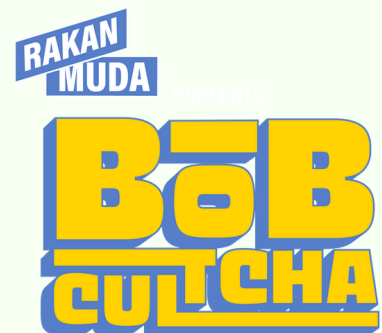


Rakan Muda Presents is where we completely throw out the boring corporate box and just keep it real. Shifting the traditional media grid into a casual circle of friends, this multi-platform podcast series gives young Malaysians the mic to unpack what actually matters to them in their everyday lives.

By turning these unscripted, organic conversations into digital loops, we have created a native sphere where young people don't just listen, instead they lead the narrative and see their own stories truly reflected.



RAKAN MUDA PRESENTS





Akar Muda serves as a youth-focused, nation-building segment on Rakita 107.9 that explores policies, programs, and national agendas that are relevant and close to youth perspectives, featuring representatives from various ministries.



EPISODES

20

VIEWS

910,074

ENGAGEMENT

6,371



Carta Indie Kita (CIK) is a weekly chart show redefining the alternative soundscape by celebrating the best local independent tracks in both Malay and English. Hosted by Bob and Aqilah, this platform shapes musical trends with an uncompromised weekly Top 12 indie countdown.

EPISODES

20

VIEWS

1,142,679

ENGAGEMENT

14,570





Carta Indie Kita Live (CIK Live) brings independent music into spotlight, showcasing raw, homegrown talent through live sessions. This seasonal program carves out unique creative spaces by dropping 2 to 3 live episodes each month

EPISODES

12

VIEWS

4,154,354

ENGAGEMENT

55,335



Rabu Rock Live is a monthly live rock music program. This show spotlights indie and alternative rock talent through raw performance sessions and deep-dive, unscripted interviews. This continuous loop features a packed one-hour live showcase exclusively on YouTube.

EPISODES

11

VIEWS

4,441,086

ENGAGEMENT

48,119



Buka Cerita is a bi-weekly ,podcast focusing on the deep-rooted mental health and relationship dimensions impacting today's youth. Hosted by Neera, the platform provides a safe, transparent sphere for honest discussions on emotional growth, personal development, and navigating life challenges.

EPISODES

20

VIEWS

7,903,654

ENGAGEMENT

147,357



mySukan Corner is a sports-focused podcast exploring the grassroots athletic landscape from all angles. Hosted by Atoi Tohet, the program delivers expert insights, behind-the-scenes stories, raw competitor interviews, and performance tips designed to actively shape and inspire local fitness and sports enthusiasts

EPISODES

20

VIEWS

14,121,213

ENGAGEMENT

214,448



Bobcultcha is a bi-weekly podcast exploring the multidimensional world of indie subcultures and passion-driven youth communities, mapping out the intersection of underground art, music, alternative fashion, unique hobbies, and alternative lifestyles.

EPISODES

20

VIEWS

4,355,252

ENGAGEMENT

28,062



Next Up! is a youth-focused lifestyle and personal finance podcast mapping out the definitive strategic blueprint for your future. Hosted by Aqilah, this show navigates modern micro-trends, real-world financial management, career acceleration, and the curve of personal growth.

EPISODES

20

VIEWS

6,140,752

ENGAGEMENT

18,336

(01)

Kita Stalk

(02)

AM: Sembang Lit

(04)

Lapar Ke Tu?

(03)

Ritma Pilihan



(01)

The Happening

(02)

PopTheCorn

(04)

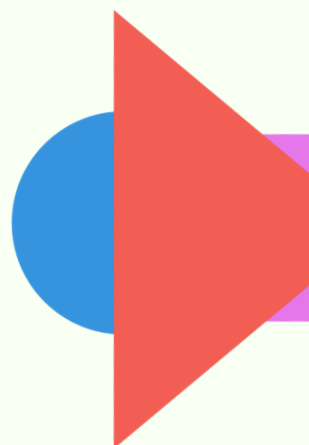
Gelanggang
Rakita

(03)

Kasi Setel



Rakita 107.9 Radio Segments



Sekolah Radio



Sekolah Radio pulls broadcasting students out of the traditional classrooms and drops them straight into the live media loop, giving them the hands-on skills and creative angles needed to shape their own broadcasting careers. Rakita 107.9 successfully conducted four Sekolah Radio sessions in 2025 with 13 campuses nationwide, bringing them to the heart of Rakita 107.9 in Puchong



BROADCASTING STUDENTS

402

VIEWS

188,085

ENGAGEMENT

1,962



High-level diplomacy is usually confined to formal boardrooms. However, in conjunction with Malaysia's ASEAN Chairmanship 2025, Impact Integrated teamed up with TAPAUfest to organize ASEAN Indie Youth Festival x TAPAUfest ASEAN in Lenggong, Perak. Over a packed 2-day takeover, we brought together the region's best indie musicians, filmmakers, artisans, and communities under one roof.



ASEAN Indie Youth Festival



Spanning 9 distinct ASEAN nations, bringing cross-border insights into a single conversation.



3,173 youth participants over two days.



True alternative culture requires a diverse approach. We built more than just a stage for music; we constructed a dynamic platform that balanced education, local retail resilience, visual storytelling, and live performance across two days.

- 5 Practical Skill Workshops
- 19 Regional Marketplace Vendors
- 7 Indie Short Film Screenings
- 12 High-Energy Live Acts



705,000
Cumulative Views

194,000
Followers Gained

ESPORTS

69,408

participants

47,744,995

views

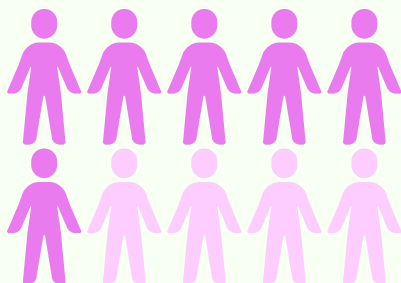
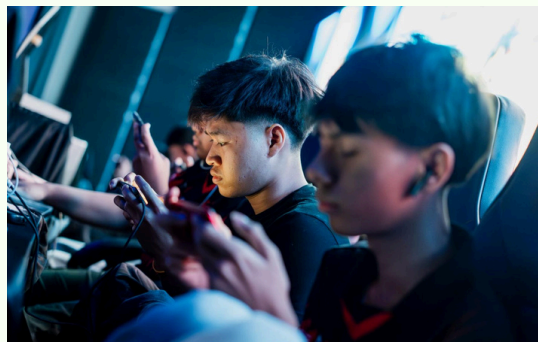
Malaysia Esports League



**MALAYSIA ESPORTS
LEAGUE 2025**

Co-organized by Esports Integrated (ESI) and the Malaysia Esports Federation (MESF), the Malaysia Esports League 2025 (MEL25) serves as the nation's premier pipeline for grassroots talent identification.

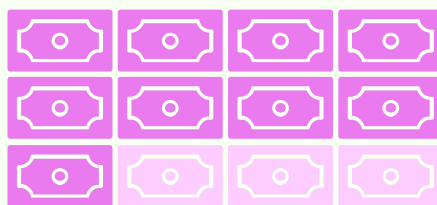
Moving completely away from unpredictable, sudden-death tournament layouts, MEL25 introduced a highly structured, points-based leaderboard system.



16,130

total participants

Up from 9,205 in the previous cycle.



RM590k

PR Value Earned



746,489

online views



PUBG Mobile (PUBGM):
Sentry Symphony Esport

Mobile Legends: Bang Bang (MLBB):
ARCADE ESPORTS MY

eFootball (EF):
WPS DERHAKA
(Muhammad Hafiz
Bin Norhadi)

Free Fire (FF):
Maqna Esports Club

Honor of Kings (HOK):
FY GAMING

Tekken 8 (T8):
MYPRO ZABA
(Muhammad Zarif
Aiman Bin Aris)

Gran Turismo 7 (GT7):
DannyR_3967
(Dhanesh Wigneswaran)

Street Fighter 6 (SF6):
IamChuan (Quah Ban Chuan)

King of Fighter XV (KOFXV) :
IamChuan (Quah Ban Chuan)

Nine National Champs



Rakan Muda Women's Esports Championship

To completely shift the boundaries of a competitive gaming scene that has traditionally left talented female players on the sidelines, Esports Integrated (ESI) launched the Rakan Muda Women's Esports Championship 2025 (RMWEC25). Held from 19 to 21 December 2025, the tournament saw participants compete in Mobile Legends: Bang Bang (MLBB), one of the region's most popular esports titles.

This landmark championship set out to tear down old stereotypes, open up the talent triangle, and give women a clear, professional track to claim their space on the national stage. By creating a supportive "Safe Space", RMWEC25 proved that when you level the playing field, raw talent takes over.



FEMALE PLAYERS ACROSS 4
GAME TITLES

167

ONLINE VIEWS

47,066

Rakan Muda Inter-School Esports Championship



To completely shift how competitive digital sports are integrated into early youth development, Esports Integrated (ESI) introduced the Rakan Muda Interschool Esports Championship: MRSM Edition in strategic collaboration with the Bahagian Pendidikan Menengah MARA through its Digital Technova program. Positioned as a pioneering initiative aimed at nurturing esports talent among secondary school students nationwide, this tournament completely changes the entry-level gaming track in Malaysia.

For too long, grassroots talent identification has only focused on university-aged players, leaving younger enthusiasts to navigate the gaming world without structure or proper mentorship.



STUDENTS REPRESENTED FROM
57 MRSMS

315

TEACHERS WERE INVOLVED
AS COACHES AND MANAGERS

57

ONLINE VIEWS

3,457

GAME TITLES: MLBB & EFOOTBALL

2

ASEAN Youth Esports Championship 2025 (AYESC)

When Malaysia stepped into its role for the ASEAN Chairmanship 2025, Ministry of Youth and Sports (KBS) saw a brilliant opportunity to rethink traditional diplomacy. Instead of gathering youth in standard, formal convention halls, KBS, through Esports Integrated (ESI), in strategic collaboration with the Malaysia Esports Federation (MESF) built a dynamic digital arena where regional connection happens naturally over a shared passion. The result was the ASEAN Youth Esports Championship 2025 (AYESC25), a borderless platform designed to bring Southeast Asia's representatives together to share strategies, celebrate diverse cultures, and build lasting friendships.

By choosing eFootball 2025 (Mobile Version) as the official game title, the tournament instantly eliminated heavy hardware barriers. To champion gender diversity on an international scale, the entire competition was split into three distinct competitive paths: Men's Singles, Women's Singles, and Mixed Doubles.

AYESC25
ASEAN YOUTH ESPORTS CHAMPIONSHIPS 2025



ATHLETES FROM 11 ASEAN
COUNTRIES

26

ONLINE VIEWS

746,489

The financial rewards were distributed cleanly back into the regional player community, with category champions taking home \$2,000 USD, Indonesia secured an additional \$2,000 USD for their overall team victory. while first and second runners-up secured \$1,500 USD and \$1,000 USD respectively.



Men's Single



Indonesia



Thailand



Myanmar

Women's Singles



Indonesia



Malaysia



Thailand

Mixed Doubles



Indonesia

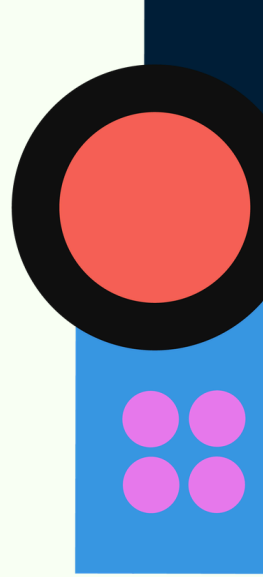


Malaysia



Thailand

Malaysia Esports Accelerator Program (MEAP)



MEAP operates as the definitive high-performance layer of our national ecosystem. Its mission is clear: move beyond just hosting local tournaments and actively accelerate the development, professionalism, and sustainability of Malaysia's top esports organizations and athletes.

By providing structured structural backing, elite training resources, and professional mentorship, MEAP transforms domestic champions into self-sustaining global brands capable of consistently fighting for world-class honors.

To build a robust ecosystem, MEAP spread its backing across **20 elite esports teams and organizations** spanning eight entirely different competitive game titles. This multi-angled approach ensures that Malaysia maintains a fierce competitive presence across mobile, PC, console, and simulator platforms simultaneously

Teams supported through MEAP	Game Title	Tournaments Represented
Gamesbond (AkmaIJHD)	EA Sports FC26	FC Pro Open — Atlanta, USA
Gamesbond (MYTKYURIZ)	EA Sports FC26	FC Pro Regional Festival — Vietnam
Malaysia Esports Federation (MESF)	MLBB & Valorant	ASEAN-CHINA Esports Championship
MAQNA Esports Club	PUBG Mobile	PUBG Mobile Super League (PMSL) Fall
Todak Esports	PUBG Mobile	PUBG Mobile Super League (PMSL) Fall
SEM9	PUBG Mobile	PUBG Mobile Super League (PMSL) Fall
Axle Sports	Sim Racing	Asia Pacific Motorsport Championship
Axle Sports (Ferrari Rig Track)	Sim Racing	Ferrari Esports HP Grand Finals
KW Automotive / RaceRoom Asia	Sim Racing	Hangzhou Asian Sim Racing Championship
Selangor Red Giants OG (SRG OG)	Mobile Legends: Bang Bang	Esports World Cup (Mid Season Cup) & M7 Championship
HomeBois Esports (HB)	MLBB & eFootball	Esports World Cup (MSC) & eFootball World Finals

Teams supported through MEAP	Game Title	Tournament Represented
WEPES Esports (WPS)	eFootball Mobile	IESF World Esports Championship Circuit
Gamesbond / FAM	eFootball Mobile	FIFAE World Cup Global Finals
NAVI MY	Mobile Legends: Bang Bang	Esports World Cup — Mid Season Cup Series
CG Esports	Mobile Legends: Bang Bang	Official M7 World Championship Track
Alpha Gaming (APG)	Honor of Kings	Esports World Cup — Honor of Kings World Cup
Black Shrew Esports (BSE)	Honor of Kings	Esports World Cup — Honor of Kings World Cup
Nova Esports	Honor of Kings	Esports World Cup — Honor of Kings World Cup

6,734,313

views on Facebook

3,625,000

views on Tiktok

SRG in M7

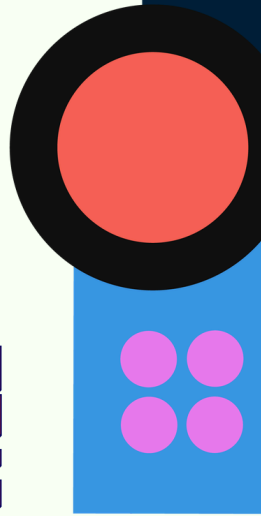
8,101,775

cumulative views

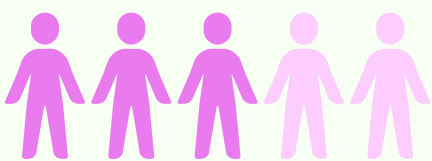
Gamesbond in FIFAE World Cup



Dana Esukan KBS (DEK)



Dana Esukan KBS is an esports development fund to empower esports communities to design and run their own esports development initiatives, focusing on three pillars: tournament & events, capacity building and content creation.



25,219

participants including
17,500 youths aged
13-30 years



11,483,284

online viewerships

70

projects funded and
implemented

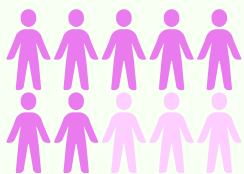
Jelajah NESDEG



The **National Esports Development Guidelines (NESDEG)** serve as a national reference for the development of Malaysia's esports ecosystem. In 2024, NESDEG underwent significant revision, making it overall more comprehensive.

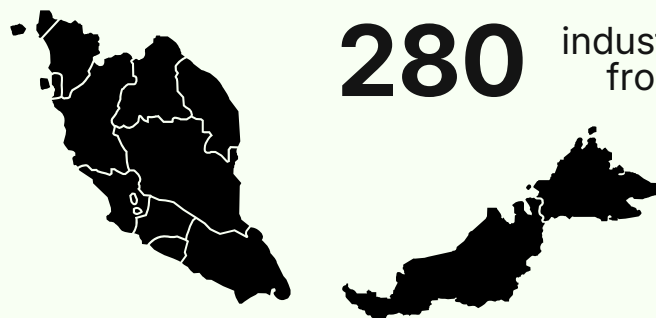
Thus, in 2025, Jelajah NESDEG was done as a platform for review to gather public opinion and recommendations from key stakeholders. Afterwards, Jelajah NESDEG was continued to advocate for NESDEG adoption in the communities and industry.

NESDEG also opened up its inaugural Esports Rights and Advice Initiative, to give legal advice to esports athletes and community on esports-related legal issues.



2,206

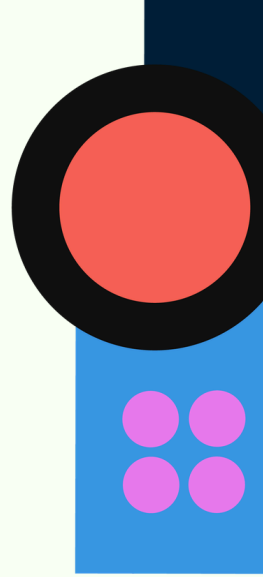
Participants



280

industry players consulted
from 7 regional FGDs

Town Hall ESukan KBS



Town hall Esukan KBS convened 61 key industry stakeholders with the Deputy Minister of Youth & Sports, YB Adam Adli, closing the distance between policy makers and the community.

The townhall covered the following topics:

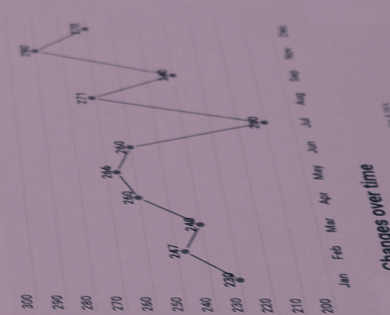
- Progress updates on esports development initiatives
- Thematic discussions on development of the industry: athletes, coaching and talent development, funding, guidelines, facilities and infrastructure, event management, esports in schools, local game development, health and welfare, governance and inclusion.
- Sharing on the progress of the upcoming Pelan Strategik Pembangunan Sukan Elektronik 2026 - 2030.



IMPACT REPORT

Report Overview

Metric	Unit	Value
Total field of support		1,534,875
Customer Satisfaction	85%	150/175
Adherence Rate (monthly)	2.4%	9
Turnover rate (annual)	6.90%	86.90%
Average Score	655 days	1,230 days
Time to hire	55 days	254 days
Applications received	7%	645
Interviews (monthly)	11	253
Metric		Value



Executive Summary

Impact Integrated delivered programs across three strategic portfolios: **Youth, Esports and Media**, each serving distinct but complementary development functions. The Youth portfolio focuses on participation and empowerment for youth development; the Esports portfolio strengthens ecosystem development through infrastructure, capacity building and governance initiatives; while the Media portfolio focuses on expanding visibility, engagement and access to youth, sports and creative content. Given the diversity of program objectives, evaluation metrics are tailored to each portfolio's intended function, balancing measures of reach, participation, capacity development, governance outcomes and financial efficiency.

Across all three portfolios, Impact Integrated demonstrated strong program delivery capability, achieving significant reach and participation outcomes. Financial performance generally reflected efficient resource utilisation and strong budget-to-execution alignment. However, the review also highlights a common challenge across portfolios: monitoring systems remain stronger in measuring outputs than long-term outcomes. As programmes mature, future evaluation efforts should progressively strengthen outcome measurement, participant progression tracking, ecosystem indicators and sustainability metrics to better demonstrate long-term impact and inform strategic decision-making.

Purpose of Report

Impact Report is developed annually by Impact Integrated to assess the collective performance, financial efficiency and social as well as the wider ecosystem impact generated across programs implemented by the organization.

The report evaluates programs delivered across the organisation's three portfolios - Youth, Esports and Media through a combination of performance assessment and financial analysis. Given the diversity of program objectives, target beneficiaries and delivery models, a differentiated evaluation approach is adopted to ensure that programs are assessed according to their intended strategic functions rather than through a single uniform measurement framework.

Beyond reporting program outputs, the report seeks to provide insights into program reach, implementation effectiveness, resource utilisation efficiency and emerging outcome-level contributions. Where outcome evidence is available, the report also highlights broader developmental implications generated through program implementation.

The findings of this report are intended to support organizational learning and program improvement in order to improve strategic planning and resource allocation in the next implementation cycle.

Methodology

This report adopts a dual-framework methodology, where we conduct performance assessment and financial analysis to evaluate both program effectiveness (results delivery) and efficiency (resource utilization).

A. Performance Assessment

Performance assessment is the systematic evaluation of program delivery by comparing planned targets against actual achievements and examining the extent to which intended objectives were achieved.

The level of assessment varies according to data availability and program category:

- Output-level assessment evaluates delivery performance against planned KPIs such as participation, viewership, engagement and programme completion.
- Implementation quality assessment examines indicators such as audience quality, participation depth, platform sustainability and stakeholder engagement where available.
- Outcome-level assessment considers evidence of development observed where such data has been collected

As monitoring systems across portfolios are currently at different stages of maturity, outcome-level evidence is not consistently available across all programs. Consequently, some findings are based on observable outcomes derived from program outputs rather than validated long-term impact measurements.

B. Financial Analysis

Financial analysis evaluates the efficiency of program delivery by examining the relationship between resources utilised and outputs generated.

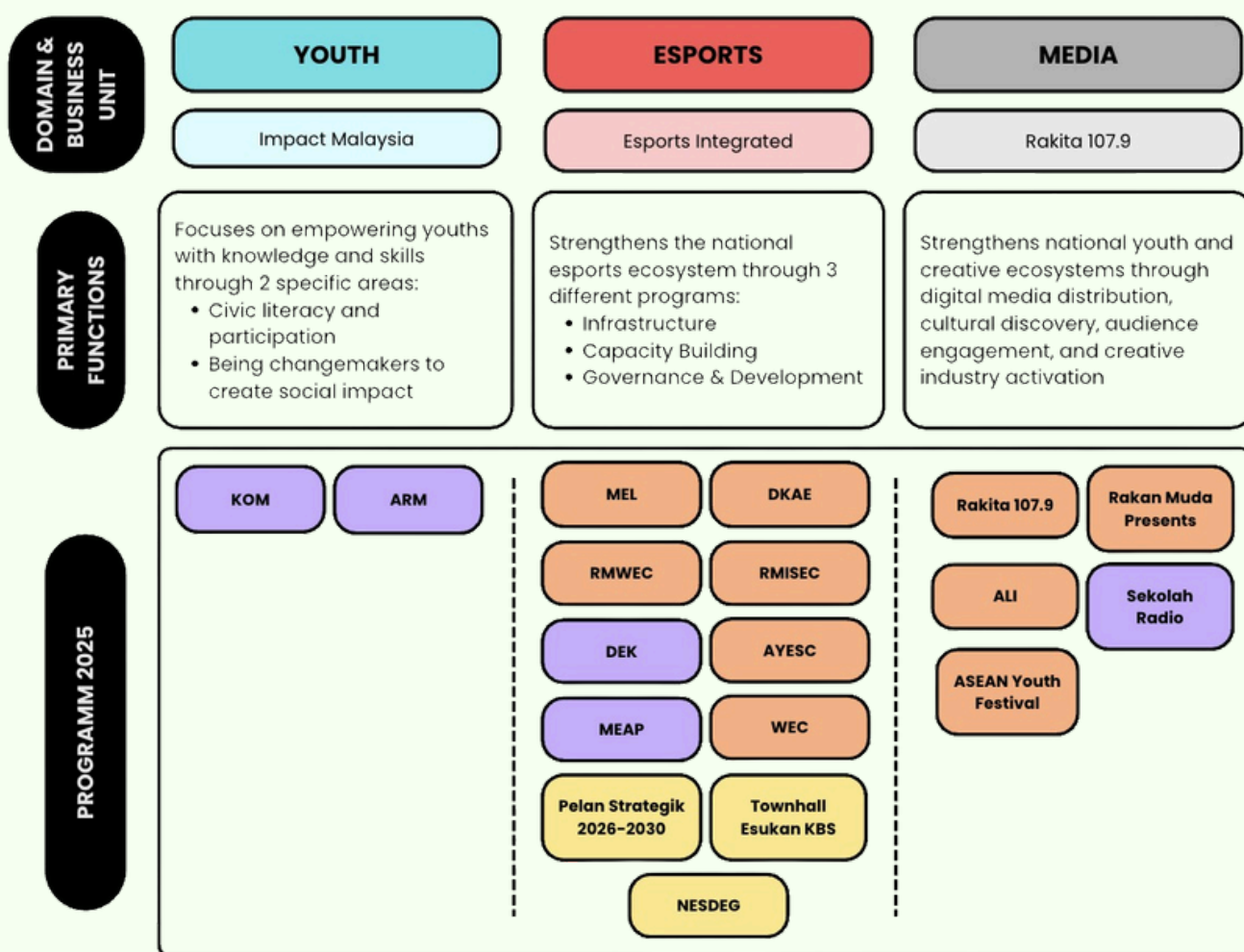
Financial efficiency is assessed within the context of program function and delivery model, recognising that programs prioritising capacity building, governance, stakeholder engagement or ecosystem development may require different resource structures compared to large-scale participation or media-based initiatives.

Accordingly, financial indicators are interpreted as contextual efficiency measures rather than standalone indicators of programme success.

Domains

Impact Integrated operates through three primary domains, each serving different strategic functions within the youth, esports, and media ecosystem. While programmes are grouped operationally under these business units, evaluation is conducted based on each programme's primary intervention function and intended strategic outcomes.

Domains



Note

- CapacityBuilding
- Infrastructure
- Governance

Program Categorization Framework

Programs across different business units are classified based on their primary intervention function. This is because different program types generate distinct forms of outcomes and therefore require different evaluation approaches.

The framework ensures that assessment is aligned with each program's intended strategic logic, rather than through a uniform KPI structure that may not accurately reflect program impact.

Table 2 - Program Categorization Table

LOGIC MODELS	PROGRAMS 2025	EVALUATION METRICS
INFRASTRUCTURE To increase visibility and activate participation	MEL DKAE RMISEC ALI RMWEC AYESC WEC Rakita 107.9 Rakan Muda Presents ASEAN Youth Festival	• Participation rate • Audience reach • Viewership • Engagement • Platform performance risk • Cost per participant (CPP) • Cost per 1,000 views (CPV) • Cost per engagement (CPE)
CAPACITY BUILDING To develop knowledge and skills of participants	KOM ARM MEAP DEK Sekolah Radio	• Knowledge level • Behavioral adoption rate • Leadership development • Confidence level • Community feedback
GOVERNANCE To ensure accountability and institutional alignment following a strategic direction	NESDEG Townhall Esukan KBS Pelan Strategik 2026-2030	• Stakeholder participation • Framework development
Note ● Youth ● Esports ● Media		

Limitations and Recommendations

Limitations	Recommendations
Inconsistent data reporting across program Different formats and completeness levels limits cross-program comparison	Introduce a mandatory standardised and centralized reporting spreadsheet early for all programs
Non-standardised KPIs Metrics differ by program category, limiting direct benchmarking	Develop a core KPI framework with optional program-specific indicators
Limited outcome-level measurement Most programs are evaluated at output level rather than behavioral or long-term impact	Introduce minimum outcome indicators requirements for each program category
Data fragmentation across multiple sources Information is compiled from different reports and spreadsheets, affecting consistency	Establish a centralised and live data dashboard or reporting system for all programs

Key Evaluation Principles

The findings presented in this report should be interpreted according to the following evaluation principles:

1. Programs are assessed according to their objectives

Different programs serve different functions such as infrastructure, capacity building, governance or ecosystem development. Performance should therefore be interpreted within the context of each program's objectives.

2. Output achievements does not necessarily equate to developmental impact

High participation, viewership or engagement figures provide evidence of program delivery and reach, but do not automatically demonstrate changes in long-term outcomes. Where outcome-level evidence is unavailable, findings should be interpreted as indicators of potential contribution rather than confirmed impact.

3. Financial efficiency should be interpreted within program context

Higher cost per participant (CPP), Cost per engagement (CPE) or Cost per 1,000 views (CPV) does not necessarily indicate inefficiency. Programs with specific objectives, stakeholder engagement requirements or international components may naturally incur higher delivery costs.

4. Different program categories require different success indicators

Infrastructure, capacity building and governance programs generate different forms of value and should not be compared using a single performance indicator.

YOUTH

Overview

BRIEF SUMMARY	The youth portfolio focuses on empowering youths through two developmental areas: (i) civic literacy and responsible citizenship and (ii) community-based social impact through youth-led initiatives. The portfolio has reached over 13,577 civic education students (through KOM physical sessions and E-learning registration) and 4,604 participants benefited from social impact projects (through ARM). The programs also include about 150 youth changemakers who actively supported the program delivery.
PROGRAMS	2 initiatives contributing to youth development through: Kuasa Orang Muda (KOM): This initiative is designed to empower youth with the political literacy needed to actively engage in democratic processes and contribute meaningfully to society, through Jelajah Kuasa Orang Muda and Kuasa Orang Muda E-Learning. Akademi Rakan Muda (ARM): A social impact incubator program for youth-led social impact projects serving Rakan Muda lifestyles
PARTICIPATION	Total Beneficiaries: 15,291 (aggregate reach across 2 programs) - KOM: 13,577 (civic literacy & participation) - ARM: 4,604 (social impact activation) Total Youth Changemakers: 150 - KOM: 100 - ARM: 50
FINANCIAL BREAKDOWN	Total Budget: RM 1,300,000 Total Cost: RM 1,030,551 Balance: RM 269,449 Utilization Rate: 79.27% Portfolio demonstrates a strong budget absorption (nearly 90%) indicating active deployment of allocated resources across programs without significant underutilization.
SOCIAL IMPACT	These 2 initiatives contribute to different areas for youth development ecosystem in Malaysia: KOM: Youths gained civic literacy and responsible citizenship through educational sessions and materials ARM: Youths were empowered as effective changemakers to create social impact through their community-based projects

Impact Framework

In 2025, youth development efforts are structured as a portfolio of multi-phase, long-term programs designed to generate cumulative outcomes over time, rather than standalone events. This impact framework consolidates youth-focused programs that aim to empower Malaysian youth across key developmental domains, enabling them to:

- develop civic literacy and become responsible, informed citizens
- design and implement initiatives that generate measurable social impact as active changemakers

The framework applies a structured logic model approach to systematically assess how resources are translated into outputs, outcomes, and ultimately meaningful changes in youth capability and societal contribution.

Table 3 - Impact framework for Youth portfolio

Impact Domain	Civic Awareness & Democratic Participation	Social Innovation & Youth Leadership
Intended Outcome	Improved civic literacy and increased participation in civic-related activities among students	Youth successfully design and implement community-based social impact projects with measurable outcomes
Output Indicators	• Number of students reached • Number of schools engaged • Number of changemakers trained and active • E-learning platform revamped	• Number of changemakers trained and mentored • Number of active mentors • Number of beneficiaries reached through their social projects
Program	Kuasa Orang Muda (KOM)	Akademi Rakan Muda (ARM)
Input	RM 800,000	RM 500,000

Performance Assessment

This section will evaluate the achievements of programs 2025 from both output and outcome levels under the youth portfolio.

A. OUTPUTS & DELIVERABLES

Table 4 - Outputs-level Achievements of Programs in Youth Portfolio

Program	KPI Achievements			Financial Analysis			
	Target	Participant	Achievement Rate	Budget (RM)	Cost (RM)	Budget Utilization	CPP (RM)
KOM	10,000	10,687	106.90%	800K	654,590	81.82%	61.25
ARM	3,100	4,604	148.52%	500K	375,961	75.19%	81.66
TOTAL	13,100	15,291	101.26%	1.3M	1,030,551	79.27%	67.40

Key Discussions

1. Participation targets were achieved with an average of 101.26%

Both programs successfully achieved the targets, indicating strong delivery capability and audience demand. This may suggest that Impact Integrated can review these programs for a higher KPI target in the next cycle after piloting and establishing stakeholder mapping and implementation mapping.

2. Cost efficiency varies according to intervention design

KOM achieved the lowest cost per participant (CPP) with RM61.25, reflecting its broad-based civic literacy model which is structurally designed for scalable outreach and lower engagement intensity.

ARM recorded a higher CPP of RM81.66, which reflects the program's higher-intensity intervention model, which includes changemaker incubation, mentorship, project implementation and monitoring activities. In contrast with KOM, ARM requires greater resource investment per participant to generate deeper developmental outcomes.

The difference in CPP therefore reflects differences in program design rather than differences in operational efficiency. While KOM prioritises breadth of reach, ARM prioritises depth of engagement and changemaker growth. Both programs play essential roles within the youth development portfolio and should be assessed according to their respective objectives and intended outcomes.

B. OUTCOMES

Table 5 - Outcome-level Achievements of Programs in Youth Portfolio

Kuasa Orang Muda (KOM)	Akademi Rakan Muda (ARM)
1.36 scores improved civic understanding among students (N=8,966 respondents) after the session where pre session was 2.24 score increased to 3.6 in post session. 67.6% pledged to be always aware of current issues and political development in the country 60.4% pledged to discuss and share democratic views with people around them 70.0% pledge to vote and participate in the electoral process	75.6% reported improved learning outcomes (>70% target achieved) 93.8% reported improved leadership growth and success due to mentorship (>70% target achieved) 70% (7/10) groups achieved intended project outcomes (>70% target achieved) 6 projects achieved >30% positive community feedback 5/10 projects (50%) sustained beyond programme period 4,604 total beneficiaries reached (1,544 direct; 3,060 indirect)

Key Discussions

Kuasa Orang Muda (KOM)

KOM demonstrates measurable evidence of short-term civic learning outcomes, which strengthens the program's evaluation maturity beyond participation-based reporting alone.

Civic understanding scores improved significantly from 2.24 (pre-session) to 3.60 (post-session) among 8,966 respondents, suggesting meaningful short-term knowledge acquisition outcomes.

Behavioral intention indicators were also relatively strong where:

- 67.6% pledged to remain aware of national issues and political development
- 60.4% pledged to discuss democratic issues with peers
- 70.0% pledged to participate in the electoral process

The current findings therefore demonstrate strong evidence of civic awareness activation. However, the current findings primarily measure immediate post-programme intentions rather than validated long-term behavioural outcomes and thereby, there is limited evidence of sustained civic participation behavior after program completion. This gap would need to be considered in the next cycle. Additionally, the research instruments would need to be validated in order to improve consistency and reliability when measuring outcomes across future cycles. The program evaluation can be expanded beyond self-reported pledges by incorporating observable engagement indicators such as youth participation in civic initiatives, volunteering, electoral-related activity participation or engagement.

Akademi Rakan Muda (ARM)

ARM performs strongly as a youth changemaker incubator and leadership-development programs whereby, 75.6% learning outcomes and 93.8% leadership growth outcomes were gained by the 10 changemaker groups (total 50 youths) who participated.

This has successfully achieved the program targets, suggesting that the workshops known as 'ARM Bengkel' and mentorship are effective in strengthening youth confidence, leadership capacity and applied skills development. This is particularly due to mentorship as the post-program changemaker survey showed that 93.8% changemakers (N=48) reported improved success rate and leadership growth due to their guidance, responsiveness and practical support.

Additionally, 70% (7 out of 10) projects achieved intended social impact outcomes, demonstrating relatively strong conversion from training and mentorship to implementation. However, only 50% of projects sustained beyond the program period, indicating that long-term sustainability remains the primary structural challenge. The gap between short-term project success and medium-term sustainability suggests that participants are capable of initiating projects but may face resource, governance, continuity and ecosystem support challenges after program completion.

Community validation indicators remain moderately positive, with 6 projects achieving more than 30% positive community feedback, though stronger outcome measurement frameworks may be required to assess actual social impact depth.

In a nutshell, ARM has performed successfully as a youth changemakers activation and leadership development program but requires post-program ecosystem support mechanisms to improve sustainability and continuity of youth-led initiatives.

Lesson Learnt

Programs	Lesson Learnt	Suggestions
KOM	Develop validated research instruments to improve consistency and reliability of outcome assessment across future cycles	Seek academicians with expertise in civic education to develop and validate the tools
	Introduce post-program assessment to evaluate whether civic participation intentions translate into actual behavioral engagement over time	- Can send a follow-up survey via email - Leverage the e-learning platform to implement tracking system
	Leverage the upgraded e-learning platform to implement modular learning progression during physical sessions	No additional note
ARM	Introduce post-program incubation or micro-grant support mechanism	- Offer this to high-performing changemaker projects to improve sustainability rates beyond the current 50% of projects - Develop project sustainability framework including continuity, partnership development, funding readiness and succession planning during ARM Bengkel
	Mentorship model is particularly effective in leadership growth of changemakers and their project success rates	Continue to leverage existing model by finding suitable mentors who can provide guidance, are responsive and give practical support.

PROGRAM SNAPSHOTS

1 KUASA ORANG MUDA 2025	
SOCIAL IMPACT THEMES • Civic literacy and responsible citizenship: Understand civic responsibilities, national issues and informed participation in society • Youth empowerment: Develop youth as facilitators to deliver civic education module	KEY FINDINGS • improved civic understanding among students (N=8,966 respondents) after the session where pre session was 2.24 score increased to 3.6 in post session. • 67.6% pledged to be always aware of current issues and political development in the country • 60.4% pledged to discuss and share democratic views with people around them • 70.0% pledge to vote and participate in the electoral process
TARGET • Revamp KOM e-learning platform • Reach 10,000 students • 20 youth groups trained to conduct sessions	ACHIEVED • E-learning platform successfully revamped (Thinkific LMS relaunch) • 10,687 students reached (106.9%) • 20 youth groups trained (100%)
HIGHLIGHTS • Successful deployment of train-the-trainer (ToT) model involving 100 youth changemakers • National-scale implementation across schools through youth-led delivery • Strong reach efficiency with over 10,000 students engaged • Digital learning infrastructure strengthened via revamped e-learning platform • Demonstrated multiplier effect: ~106 students reached per changemaker	BUDGET: RM 800,000.00 COST: RM 654,590.00 UTILISATION RATE: 81.82% COST PER PARTICIPANT = RM 654,590 / 10,687 students = RM 61.25 per participant DEPTH INDICATOR Program includes capacity building model (ToT) with evident-based KOM module EFFICIENCY ANALYSIS High Scale and Moderate-High Depth Cost efficiency reflects strong delivery model to reach large scale of participants • The cost level is reasonable given it is a national-level reach with high-volume civic education delivery • ToT and monitoring of youth groups indicates moderate-to-high depth of engagement • Civic literacy outcome validation (pre/post knowledge assessment) will be implemented in 2026 cycle to strengthen outcome measurement.

SOCIAL IMPACT THEMES

- Youth leadership and capability development
- Social innovation through community based projects
- Sustainable youth-led community impact innovation

TARGET

- 10 changemaker project groups mentored and implemented
- Min 70% achievement of learning and social impact outcomes
- 3,500 beneficiaries reached through projects

ACHIEVED

- 10 changemaker groups selected and completed two 3-day intensive workshops
- 75.6% reported improved learning outcomes (>70% target achieved)
- 93.8% reported improved leadership growth and success due to mentorship (>70% target achieved)
- 70% (7/10) groups achieved intended project outcomes (>70% target achieved)
- 6 projects achieved >30% positive community feedback
- 5/10 projects (50%) sustained beyond programme period
- 4,604 total beneficiaries reached (1,544 direct; 3,060 indirect)

HIGHLIGHTS

- 14 outreach workshops conducted, reaching 758 participants and generating 182 project submissions.
- Two 3-day intensive workshops (bengkel) delivered, with 75.6% changemakers demonstrating improved learning outcomes.
- 10 Changemakers projects implemented nationwide, involving 50 Changemakers (5 per project) supported by 10 dedicated mentors

BUDGET: RM 500,000.00**COST:** RM 375,961.00**UTILISATION RATE:** 75.2%**COST PER PARTICIPANT**

= RM 375,961 / 4,604 beneficiaries

= RM 81.66 per beneficiary

DEPTH INDICATOR

- High intensity mentorship driven social innovation model
- Structured capacity building via workshops, mentor support and monitoring
- Strong focus on applied learning outcomes and project sustainability among changemakers

EFFICIENCY ANALYSIS:***High-depth, moderate-scale efficiency***

- Prioritize quality of transformation over mass reach
- Demonstrate sustainable impact pathways, with half of projects continuing beyond the program period.
- The program is financially justified as a capability-building accelerator, where higher per-beneficiary cost is offset by stronger behavioural and structural outcomes in youth-led community impact

ESPORTS

Overview

BRIEF SUMMARY	The esports portfolio focuses on strengthening the esports ecosystem in Malaysia through 3 priority areas namely, infrastructure, capacity building and governance. The portfolio reflects a multi-layered ecosystem development where infrastructure initiatives prioritise visibility and participation scale, capacity building programs strengthen talent and professional development and governance initiatives reinforce ecosystem sustainability and institutional maturity. Collectively, infrastructure programs reached 35,362 participants and engagements across tournaments and grants initiatives. Capacity building initiative namely, MEAP trained 100 esports players through structured training and exposure opportunities. Governance initiatives such as Townhall Esukan KBS, NESDEG Revision and Pelan Strategik Pembangunan Sukan Elektronik 2030 engaged 2,727 stakeholders from diverse esports backgrounds to receive feedback, develop frameworks and align strategic direction.
PROGRAMS	A total of 11 esports development initiatives structured across three key intervention areas: (A) Infrastructure • Malaysia Esports League (MEL) • Rakan Muda Women's Esports Championship (RMWEC) • Rakan Muda Inter-School Esports Championship (RMISEC) • ASEAN Youth Esports Championship (AYESC) • Dana Kerjasama Acara Esukan (DKAE) (B) Capacity Building • Malaysia Esports Accelerator Program (MEAP) • Dana Esukan KBS (DEK) (C) Governance • NESDEG • Pelan Strategik Pembangunan Sukan Elektronik 2026-2030 • Townhall Esukan KBS
PARTICIPATION	Total Participants: 69,408 Digital Views: 47,744,995
FINANCIAL BREAKDOWN	Total Budget: RM 4,295,550.00 Total Cost: RM 3,983,168.21 Balance: RM 312,381.79 Utilization Rate: 92.73%

Impact Framework

This impact framework consolidates esports development programs that operate across events and tournaments, governance, grants and capacity building initiatives.

Table 6 -Impact framework of esports portfolio programs

Category	Infrastructure	Capacity Building	Governance
Intended Outcome	Increase ecosystem visibility and expand participation opportunities through tournaments and strategic partnerships	Focus on developing professional competencies among esports stakeholders	Strengthen institutional coordination , policy alignment and strategic ecosystem direction
Output Indicators	• Number of tournaments conducted • Number of participants • Number of online views	• Number of teams trained and supported • Number of grants supported	• Number of students engaged • Number of consultations conducted • Number of framework or guidelines revised or developed
Program	• Malaysia Esports League (MEL) • Rakan Muda Women's Esports Championship (RMWEC) • Rakan Muda Inter-School Esports Championship 2025 (RMISEC) • ASEAN Youth Esports Championship 2025 (AYESC) • World Esports Championship (WEC) • Dana Kerjasama Acara Esukan (DKAE)	• Malaysia Esports Accelerator Program (MEAP) • Dana Esukan KBS (DEK)	• NESDEG • Pelan Strategik Pembangunan Sukan Elektronik 2026-2030 • Townhall Esukan KBS
Input	RM 2,270,550	RM 1,660,000	RM 365,000

Categorical Measurements

Performance measurement across different categories listed in Table 6 is currently differentiated between output-level and outcome-level indicators based on program function and evaluation approach.

Infrastructure programs will be primarily assessed through output-level deliverables, such as participation and viewership rate, as these programs are designed to strengthen visibility, accessibility and participation opportunities within the esports landscape.

In contrast, **capacity building** and **governance** initiatives will be assessed on both output-level and outcome-level. However, these initiatives currently rely primarily on participation and stakeholder engagement indicators with limited availability of longitudinal outcome-level mechanisms. While these programs are intended to strengthen professional competencies or strategic ecosystem alignment, the current M&E approach remains largely output-oriented.

As such, the portfolio demonstrates stronger operational delivery measurement than validated developmental outcome measurement. This reflects an ongoing maturity gap in outcome tracking mechanism, particularly for programs beyond large-scale activation formats.

The following section therefore integrates both output performance and outcome interpretation to provide a consolidated view of program effectiveness across the esports portfolio.

Performance Assessment

This section presents an assessment of program performance across output delivery and outcome implications within the esports portfolio.

OUTPUT & OUTCOME

Table 7 -Output-level Achievements of Programs under Esports Portfolio

Category	Program	KPI Achievements		Financial Analysis			
		Views	Partici- pant	Budget (RM)	Cost (RM)	Budget utilization %	CPP (RM)
Infra- structure	MEL25	746,489	16,130	1M	1,000,000	100.00%	62.00
	AYESC25	746,489	26	450K	442,658	98.37%	17,025.31
	RMISEC	0	315	75,550	62,122	82.23%	197.21
	RMWEC25	0	167	160K	160,000	100.00%	958.08
	DKAE25	34,742,000	24,584	285K	266,342	93.45%	10.83
	WEC26	0	140	300K	300,000	100.00%	2,142.86
TOTAL		36,234,978	35,362	2,270,550	2,231,122	98.26%	
Capacity Building	MEAP	0	100	60K	39,331	65.55%	1,966.55
	DEK25	11,483,284	25,219	1.6M	1,501,551	93.85%	59.54
TOTAL		11,483,284	25,319	1.66M	1,540,882	92.82%	
Govern- ance	Townhall Esukan KBS	26,733	61	50K	18,100	36.20%	296.72
	NESDEG	0	2,543	200K	120,842	60.42%	47.52
	Pelan Strategik Pembangun- an Esukan 2026-2030	0	123	115K	72,223	62.80%	587.18
TOTAL		26,733	2,727	365K	211,165	57.85%	
GRAND TOTAL		47,744,995	63,408	4,295,550	3,983,169	92.73%	

Key Discussion

Infrastructure programs

Infrastructure programs prioritised ecosystem visibility and grassroots participation through tournaments and strategic partnership. **DKAE25** achieved the highest number of views (34.7M) and participation (24.5K) relative to cost allocation, indicating that the strategic partnership with major game publishers and event organizers provides the strongest scalability and visibility for Impact Integrated. Similarly, **MEL25** also demonstrated strong participation performance (16.1K) through a large-scale national competition while maintaining moderate cost-efficiency relative to participation scale.

The strong participation performance across programs targeting different segments, including women, students and international participants suggests that infrastructure investments are successfully expanding access points in the esports industry while supporting inclusivity and diversity.

However, several infrastructure programs demonstrate structural efficiency challenges such as:

- **AYESC25** recorded the highest CPP in the portfolio due to its international engagement structure and limited participant base
- WEC26 and RMWEC25 also recorded comparatively high CPP values due to specialised target segments and structured partnership rather than mass participation
- Smaller-scale programs prioritize representation, diplomacy, inclusivity over broad participation reach

This suggests that infrastructure programs currently operate across two distinct intervention models namely, high-scale programs versus high-value representation programs. Consequently, participation efficiency should be interpreted within the context of program objectives rather than through uniform CPP comparison alone.

From a financial perspective, infrastructure programs accounted for RM2.23 million in expenditure with an overall budget utilization above 95%, reflecting strong operational execution and ecosystem activation capacity across large-scale participation initiatives.

Capacity Building Program

Capacity building programs focus on participants' development rather than just participation scale. This category comprises two distinct intervention approaches: direct athlete development (MEAP) and broad-scale grant activation (DEK25).

MEAP exceeded its original target by supporting 20 teams or tournament participation against an initial target of 6 teams. This shows that there's demand for athlete support in terms of development and finance. By reducing financial barriers associated with training and international competition participation, the program provides an important pathway for athlete advancement beyond tournament participation alone.

From a financial perspective, MEAP recorded a 65.55% budget utilisation rate. While program targets were exceeded despite the lower expenditure, further analysis would be required to determine whether this reflects operational efficiency, conservative budgeting assumptions or unmet expansion opportunities. Although MEAP recorded a relatively high CPP of RM1.966.55, it remains contextually reasonable given the nature of high-performance support, including training, travel and international competitive exposure.

However, the most critical limitation is the absence of a structured outcome measurement framework to assess whether participation translated into measurable athlete development outcomes such as skill progression, competitive performance improvement, or long-term career advancement. As a result, the programme currently demonstrates strong delivery outputs but limited validated developmental impact.

On the other hand, **DEK25** prioritized access opportunities and participation scale, providing grants to 75 projects nationwide which engage 25K participants and generate 11.5M views at a CPP of RM59.54. The program demonstrates strong cost efficiency and budget utilization, highlighting the effectiveness of grant-based mechanisms in expanding grassroots participation and activation in the esports ecosystem. However, given its large-scale delivery model, the program evaluation is primarily focused on output-level deliverables, with limited deeper development outcomes.

Given that MEAP and DEK are the only capacity building initiatives within the 2025 esports portfolio, this also highlights a structural gap in the ecosystem, indicating the need to scale and diversify capacity-building interventions to better support different stages of athlete and industry professional development.

Governance Programs

Governance initiatives include 'National Esports Development Guideline' (NESDEG), Townhall Esukan KBS and 5-year strategic blueprint, formally known as **Pelan Strategik Pembangunan Sukan Elektronik 2026-2030**. These three governance programs have very different performance profiles in terms of implementation framework, operational efficiency and strategic value.

NESDEG demonstrated the highest engagement performance with 2,543 participants, which outperforms the other governance programs in direct reach. The dual-approach combining public review consultations for guideline revision and **Jelajah NESDEG** awareness creation created both participatory policy development and grassroots educational outreach among schools and universities.

On the other hand, **Townhall Esukan KBS** engaged a smaller but higher-level engagement with 61 stakeholders, serving as a platform for dialogue, consultation and consensus-building between government and private sectors in the esports industry. While participation numbers were relatively modest, the program generated important outcome signals by facilitating stakeholder engagement and collecting inputs that informed policy and strategic planning initiatives. However from a financial perspective, the program recorded the lowest budget utilisation rate of 36.20% which may suggest a potential implementation gap. The absence of structured evaluation frameworks including stakeholder satisfaction and target participation limits assessment of program effectiveness beyond participation figures.

Similarly, the **Pelan Pembangunan Sukan Elektronik 2026-2030** engaged 123 stakeholders through consultations and development activities supporting the formulation of a national strategic blueprint. As the program remains ongoing, with the blueprint targeted for completion and publication by July 2026, current achievements should be viewed as interim outputs rather than final results.

Governance initiatives naturally produce higher CPP as they prioritize high-depth policy alignment among various stakeholders including expert engagement rather than mass participation. This means that the higher CPP should not necessarily be interpreted as inefficiency in comparison to Infrastructure programs. Overall utilization of 57.85% suggests governance programs were executed below full allocation capacity. This may reflect operational limitations or evolving program scopes. While financially prudent, underutilization signifies for a higher target in the next cycle.

Lesson Learnt

No.	Lesson Learnt	Suggestions
1	Current monitoring frameworks effectively capture output-level deliverables such as participation and viewership but they are less effective in measuring outcome-level impact such as development outcomes from capacity building and governance initiatives.	- Distinguish between short-term engagement outputs and longer-term developmental outcomes at the initial planning phase - Set targets for both output-level and outcome-level indicators at the initial design phase
2	The relatively low utilisation rates may suggest that governance and capacity building programs possess latent expansion potential within existing budgets. Additional outreach or quality of programs could potentially be delivered without significant increases in allocation.	- Incorporate scalable program components that can be expanded when operational savings occur such as additional outreach sessions, collaborations or modules. - Future budgeting approaches should align allocation levels more closely with realistic delivery capacity and historical utilization trends.
3	Infrastructure programs recorded approximately 98.26% budget utilisation, indicating stronger budget-to-execution alignment.	Rebalance program cost structure away heavily fixed operational models by adopting more performance-based delivery arrangements. Shared services for production, logistics, marketing and technical operations should also be explored to reduce duplication and improve procurement efficiency across programs
4	High CPP across the portfolio indicates cost structures may not yet be optimised for scale	CPP should be differentiated by program function by adopting different efficiency benchmarks such as: Cost per 1000K views (CPV), Cost per participant (CPP), Cost per engagement (CPE) or more.

Program Snapshots

A. Infrastructure

Infrastructure programs are evaluated primarily based on operational delivery, participation scale, reach efficiency, and ecosystem activation outcomes. As these programs function as access and platform-enablement mechanisms rather than direct capability-development interventions, participant progression and long-term developmental outcomes are tracked separately through downstream pathways such as capacity building programs.

1 MALAYSIA ESPORTS LEAGUE 2025 (MEL25)	
DEVELOPMENT Structured esports talent pipeline for national representation HIGHLIGHTS MEL25 is a league designed to nurture local talent, provide a professional platform for competitive gaming and elevate Malaysia's presence on the global esports landscape. • Successfully executed 9 game titles across 16 states • Established a structured leaderboard system to identify talent for national representation	ACHIEVEMENT • 16,130 players nationwide across 9 game titles • 746,489 online views BUDGET: RM 1,000,000.00 COST: RM 1,000,000.00 UTILISATION RATE: 100.0% COST PER PARTICIPANT = RM 1,000,000 / 16,130 players = RM 62 per participant COST PER 1,000 VIEWS (CPV) = (RM 1,000,000 / 746,489) x 1,000 = RM 1,339.60 per 1,000 views PERFORMANCE ASSESSMENT • MEL25 demonstrates strong scale efficiency, successfully achieved 16,130 players nationwide across 9 game titles which is a massive jump from 9,205 in MEL24. • The program achieved a significant media amplification outcome (746,489 views) alongside physical participation, indicating competitive participation and digital visibility • Cost efficiency at participation level is reasonable (RM62 per player) as it is a nationwide multi-state competitive infrastructure involving coordination, operations and multi-title execution. • However, media efficiency is relatively weak (CPV with RM1,339 per 1,000 views) • MEL25 operates as a high-cost, high-structural-value infrastructure program, with absence of monetization or sponsorship for better economic sustainability

DEVELOPMENT

- Foster cultural diversity across ASEAN
- Gender diversity in tournament format (Inclusivity)

HIGHLIGHTS

AYESC25 is a regional esports championship of e-Football 2025 held in conjunction with Malaysia's ASEAN Chairmanship in 2025. This event serves as a unifying medium to strengthen regional ties among youth. Beyond the tournament itself, the program facilitates interaction, knowledge exchange and collaborative networking aligned with the ASEAN spirit

ACHIEVEMENT

- 26 representative players from 11 ASEAN countries
- 746,489 online views

BUDGET: RM 450,000.00

COST: RM 442,658.01

BALANCE: RM 7,341.99

UTILISATION RATE: 98.37%

COST PER PARTICIPANT

= RM 442,658.01 / 26 players

= RM 17,025.31 per participant

(Note: this is a player-based calculation, not a total audience-based metrics)

PERFORMANCE ASSESSMENT

- Low-scale but high impact regional showcase model with strong diplomatic and branding efficiency through esports engagement
- High cost per participant due to high event management payment to esports organizer and regional representation quality.
- The cost per participant is somewhat reasonable (RM17,025 per player) due to the nature of the program as a regional international event and a strategic diplomacy.

DEVELOPMENT

Gender diversity & inclusivity

HIGHLIGHTS

A multi-stage national championship to bridge the gender gap in esports. Beyond the tournament, the event included a 'Safe Space' for women, lucky draws and a showcase of a Porsche 718 Cayman S for GT7.

- **Valorant:** Hosted 10 teams with professional casters.
- **MLBB:** 8 teams competed in a one-day intensive tournament.

ACHIEVEMENT

- 167 female players across 4 game titles
 - 47,066 online views
-

BUDGET: RM 160,000.00

COST: RM 160,000.00

COST PER PARTICIPANT

=RM 90,517.73 / 167 players

=RM 958.08 per player

PERFORMANCE ASSESSMENT

- Moderate-high scale reach among women in the esports field

● GT7: Featured diverse participants aged 10 to 58. ● FC26: A "Quality over Quantity" showcase featuring pro-veteran YayaKM and KOL Khaleeda Osman.	● A high budget was allocated however, the report did not record the target reach. According to the cost breakdown, it is mainly used by six esports organizers (for different game titles, marketing and production) to execute this event.
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4 RAKAN MUDA INTER-SCHOOL ESPORTS CHAMPIONSHIP 2025 (RMISEC)	
DEVELOPMENT Structured esports talent pipeline for national representation	ACHIEVEMENT ● 315 students represented from 57 MRSMs ● 57 teachers were involved as coaches and managers ● 3,457 online views
HIGHLIGHTS Pioneering initiative aimed at nurturing esports talent among secondary school students nationwide Each school will send 8 teams for MLBB and 8 participants for e-Football Mobile.	BUDGET: RM 75,550.00 COST: RM 62,121.73 BALANCE: RM 13,428.27 UTILISATION RATE: 82.23% COST PER PARTICIPANT = RM 62,121.73 / 315 players = RM 197.21 per player PERFORMANCE ASSESSMENT ● Low scale reach however, diverse engagement across 57 MRSMs nationwide ● Esports exposure to teachers is an added value ● High budget was allocated however, the report did not record the target reach

5 DANA KERJASAMA ACARA ESUKAN (DKAE25)	
DEVELOPMENT ● Support mainstream acceptance of esports as an organized competitive activity ● collaboration in esports governance	TARGET ● 8,000 participants ● 4,000,000 online views ACHIEVEMENT ● 24,584 participants (342% of target) ● 305 booth activation participants ● 34,742,000 online views (869% of target)
HIGHLIGHTS ● A grant initiative to strengthen the presence	BUDGET: RM 285,000.00 COST: RM 266,341.81 BALANCE: RM 18,658.19

of KBS within the esports ecosystem through strategic partnership with game publishers as well as major esports league organizer There were three events collaborated namely: - MY Honor of Kings League (MKL) Spring 2025 - Mobile Legends: Bang Bang Professional League Malaysia Season 16 (MPL MY S16) - FC26 Rivals MY	UTILISATION RATE: 93.45% COST PER PARTICIPANT = RM 266,341.81 / 24,584 players = RM 10.83 per player COST PER 1,000 VIEW = (RM 266,341.81 / 34,742,000 views) x 1,000 = RM 7.67 per 1,000 views PERFORMANCE ASSESSMENT - The program significantly exceeded both targets in terms of participation (342% of target) and views (869% of target). - This program shows strong operational and media efficiency due to the low cost per participant (RM10.83) and CPV (RM7.67) - The events supported were large-scale and nationwide which achieves the goal of strengthening the visibility of KBS in esports
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6 WORLD ESPORTS CHAMPIONSHIP (WEC) MALAYSIA 2026	
DEVELOPMENT Support esports athletes with exposure to international competition HIGHLIGHTS ESI gave sponsorship-based support to enable MESF to host a world-class esports championship in Malaysia The event included hands-on training modules and seminars covering areas such as team management, strategy development, mental conditioning, and integration of sports science into esports training	ACHIEVEMENT 140 players international wide - Balanced number of men's and women's players BUDGET: RM 300,000.00 COST: RM 300,000.00 COST PER PARTICIPANT = RM 300,000 / 140 players = RM 2,142.86 per player PERFORMANCE ASSESSMENT - Other than the tournament, there are capacity-building modules implemented to alleviate professional capacity among coaches and managers in managing competitive teams - High level reach as it is regional scale internationally thus, the cost is high - Apart from tournament, there are other intentional engagement such as workshops and seminars which contribute to professional leveling of esports professionals

B. Capacity Building

Capacity building programs are to be evaluated based on participant development, skills improvement, and progression outcomes other than participation scale. However, due to limited evidence of development outcomes measurements, the programs will be evaluated based on observable outputs which can interpret outcome signals.

7 MALAYSIA ESPORTS ACCELERATOR PROGRAM (MEAP)	
DEVELOPMENT Reduce financial barriers of high-performance athletes to participate at international tournaments which in turn, increases national representation in the global esports world.	TARGET & ACHIEVEMENT - Target support 6 teams 20 teams or tournaments supported 58 esports high-performance players joined the training BUDGET: RM 60,000.00 COST: RM 39,331.00 BALANCE: RM20,669.00 UTILISATION RATE: 65.55%
HIGHLIGHTS A strategic accelerator program designed to nurture and elevate Malaysia's esports talent to compete at the highest level of international tournaments MEAP have three different aspects: - MEAP Launch Conference which includes a press conference and workshop - Mental Resilience and Performance Accelerator - Funding to Esports Teams	COST PER PARTICIPANT = RM 39,331 / 20 tournaments or teams = RM1,966.55 per team/ tournament supported PERFORMANCE ASSESSMENT - MEAP supports competitive readiness and provide opportunities for tournament exposure at international level . It shows high development depth as it focuses on high-performance esports athlete progression - The program significantly exceeded its original target of 6 teams, supporting 20 teams - Moderate operational efficiency, with a controlled budget utilization (65.55%) while achieving higher than the target. However, efficiency interpretation is limited due to unclear unit definition (number of players)

8 DANA ESUKAN KBS (DEK) 2025	
DEVELOPMENT 75 projects were structured across three categories, each targeting distinct layers of esports ecosystem growth: (a) Tournaments: Player development	TARGET 75 projects shortlisted 22,000 participants 2,000,000 online views ACHIEVEMENT 75 projects funded and implemented (100%) 25,219 participants (14.6%+) - Including 17,500 youths aged 13-30 years

● Inclusivity & diversity (gender, rural) (b) Capacity building; ● Career pathway development ● Technical skills (production, digital operations, broadcasting) ● Event management competencies ● Esports health (c) Content creation: ● Awareness of esports careers ● Tackling misconception ● Knowledge and expertise sharing	● 11,483,284 online views (x5 times) BUDGET: RM 1,600,000.00 COST: RM 1,501,550.55 BALANCE: RM 98,449.45 UTILISATION RATE: 93.85% COST PER PARTICIPANT = RM 1,501,550.55 / 25,219 pax = RM 59.54 per participant COST PER 1,000 VIEWS = (RM 1,501,550.55 / 11,483,284 views) x 1,000 = RM 130.76 per 1,000 views PERFORMANCE ASSESSMENT ● High scale reach across diverse demographic segments and strong engagement with the youth ● Impact measurement is reach-focused with less emphasis on depth (skill progression, income generation, talent conversion) which is hard to track and evaluate ● High cost efficiency for nationwide grassroots engagement ● Strong value generation relative to participant reach
HIGHLIGHTS A nationwide grassroots esports funding initiative that enabled community-driven projects, supporting participation growth and ecosystem development DEK 2025 demonstrates a balanced approach across tournament, capacity building and content engagement, contributing to the foundational growth of the national esports ecosystem.	

C. Governance

Governance programs are evaluated based on stakeholder coordination, strategic alignment, and policy development outcomes other than participant scale. However, due to limited evidence of outcomes measurements, the programs will be evaluated based on observable outputs which can interpret outcome signals.

9	NATIONAL ESPORTS DEVELOPMENT GUIDELINE (NESDEG)
DEVELOPMENT NESDEG Public Review: Awareness of NESDEG and receive feedback for guideline improvement Jelajah NESDEG targets two different age groups, focusing on elements of NESDEG: <u>Secondary school students:</u> • Cyberbullying risk and prevention (Pillar 3) • Awareness of esports career opportunities (Pillar 5) • <u>University students:</u> • Contract discernment (Pillar 1) • Tournament organizing (Pillar 2) • Esports career (Pillar 5)	TARGET • NESDEG Version 2025 • 2,500 youth participants ACHIEVEMENT • NESDEG Revised (V. 2025) • NESDEG Public Review reached 337 participants • Jelajah NESDEG reached 2,206 participants including: - o 1,880 students from 6+ MRSMs 326 - o students from 25+ universities • Total <u>2,543 participants</u> (101.7% of target)
HIGHLIGHTS There are two parts to this project: 1. NESDEG Public Review: Revisit and gather public feedback and suggestions on NESDEG (2024) to inform further refinement and improvement of the guideline 2. Jelajah NESDEG: Promote about NESDEG among youths and teachers in schools and universities, focusing on topics of: a. Contract discernment (Pillar 1) b. Tournament organizing (Pillar 2) c. Esports career (Pillar 5) d. Cyberbullying (Pillar 3)	BUDGET: RM 200,000.00 COST: RM 120,841.93 BALANCE: RM 79,158.07 UTILISATION RATE: 60.42% COST PER PARTICIPANT = RM 120,841.93 / 2,543 participants = RM 47.52 per participant PERFORMANCE ASSESSMENT • Important contribution to advocacy and policy-making aspect for esports. In addition, the revised NESDEG is promoted and educated among targeted group • High financial efficiency, achieving higher than the targets at a lower than budgeted expenditure.

DEVELOPMENT

Ensures **inclusive stakeholder engagement** in national esports policy development, bringing together representatives from industry, government agencies and academia.

This annual initiative promotes transparency and collaboration among industry players.

HIGHLIGHTS

Townhall Esukan KBS is an annual stakeholder engagement platform organized by KBS to communicate national esports development, share strategic plans and gather feedback from industry players.

The 2025 townhall focused on:

- Presenting progress and improvements of existing programs (2024-2025) Share findings for upcoming **Pelan Strategik Pembangunan Esukan 2030**
- **2030** Facilitate open dialogue between government and esports community

ACHIEVEMENT

- 61 participants representing esports industry stakeholders, government agency and academicians

BUDGET: RM 50,000.00

COST: RM 18,100.00

BALANCE: RM 31,900.00

UTILISATION RATE: 36.2%

COST PER PARTICIPANT

= RM 18,100 / 61 participants

= RM 296.72 per participants

PERFORMANCE ASSESSMENT

- Low-scale reach as the stakeholders is low in numbers and not nationwide representative.
- In terms of engagement level, there is a level of depth as it has knowledge sharing and feedback platform, encouraging transparency and two-way relationship building
- Low cost efficiency with low budget utilization (36.2%) indicating under-spending relative to allocation and target.

Recommendations to consider

- Have higher and more diverse reach (including East Malaysian representatives) such as introducing hybrid participation to improve nationwide accessibility
- Utilise unused budget to strengthen documentation, publication of findings and post-event stakeholder follow-up activities

DEVELOPMENT

An inclusive and evidence-based strategic plan for development esports 2030

HIGHLIGHTS

This initiative includes the evaluation of the previous Strategic Plan for Esports

ACHIEVEMENT

- Development of the new **Pelan Strategik Pembangunan Esukan 2026-2030 (ongoing)**
- 123 participants from diverse background and expertise in the esports ecosystem

BUDGET: RM 115,000.00

COST: RM 72,223.18

BALANCE: RM 47,776.82

UTILISATION RATE: 62.8%

Development 2020-2025 in order to develop the next 5-year roadmap for 2026-2030. The methodology includes a series of focus group discussion (FGD) among key industry players within the ecosystem. Each FGD encompasses 25 stakeholders where they share industry challenges, key priorities to focus on in order to shape future strategic direction.

(Note: Program is still ongoing so the Expenditure is not final. The recorded data above is up to date by Feb 2026)

COST PER PARTICIPANT

= RM 72,223.18 / 123 participants

= RM 587.18 per participant

PERFORMANCE ASSESSMENT

- This initiative is for policy development conducted through structured engagement in order to formulate a roadmap
- In terms of financial efficiency, the utilization appears reasonable; however, due to consecutive program extensions and revisions, the manpower has been extended beyond what is necessary.

MEDIA

Overview

BRIEF SUMMARY	The media portfolio serves as the primary public-facing layer of the ecosystem, translating programmatic and policy-driven initiatives into accessible narratives for mass audiences. It functions as a distribution and amplification mechanism for ecosystem visibility, strengthening public awareness, cultural relevance, and stakeholder connectivity across youth, esports, and creative sectors. The portfolio reaches over 45 million views through 8 broadcast programs and 3 activation initiatives. Across the portfolio, success is assessed through audience reach, platform sustainability, content engagement, and ecosystem amplification, reflecting its role as an enabling function rather than a direct outcome-delivery mechanism
PROGRAMS	Total of eleven programs structured according to categories: (A) Eight broadcast Media for Rakan Muda Presents: • Akar Muda • Carta Indie Kita • Carta Indie Kita Live • Rabu Rock Live • Buka Cerita mySukan • Corner Bobcultcha • Next Up! • (B) Three activation: • Anugerah Lagu Indie 2024 • Sekolah Radio • ASEAN Indie Youth Festival
TOTAL REACH	Total audience reach: 45,253,764 views Total engagement: 1,947,871 engagements The media portfolio primarily functions as a content distribution and cultural discovery platform designed to expand youth audience, digital engagement, and ecosystem visibility.
FINANCIAL BREAKDOWN	Total Budget: RM 489,340.00 Total Cost: RM 448,806.68 Balance: RM 40,533.32 Utilization Rate: 91.72%

Impact Framework

This impact framework consolidates media-driven programs that operate across broadcast and activation formats, aimed at strengthening youth development in Malaysia through two core impact domains:

- **Content Distribution and Cultural Discovery:** Enabling youth access to content that builds civic awareness, mental well-being, sports, financial literacy and other youth development life skills through accessible media platforms
- **Indie Music and Creative Ecosystem:** Strengthen Malaysia's cultural and creative industry by amplifying indie music, talent discovery, subculture expression and live performance platforms.

Table 8 - Impact framework for media portfolio

IMPACT DOMAINS	Content Distribution and Cultural Discovery	Indie Music and Creative Ecosystem
Intended Outcome	Broadcast content for youth with topics on civic awareness, financial management, sports and fitness	Strengthen cultural production ecosystem in Malaysia through music, talent discovery and creative expression
Output Indicators	• Viewership rate • Engagement rate • Cost per 1000K views (CPV) • Cost per engagement (CPE)	• Viewership rate • Engagement rate • Cost per 1000K views (CPV) • Cost per engagement (CPE) • Number of artists featured • Number of song entries submitted • Number of physical attendees (activation only) • Cost per participant (CPP) (activation only)
Program	Broadcast Media: • Akar Muda • Buka Cerita • mySukan Corner • Bobcultcha • Next Up!	Broadcast Media: • Carta Indie Kita Carta • Indie Kita Live Rabu • Rock Live Activation: • Anugerah Lagu Indie 2024 • Sekolah Radio • ASEAN Indie Youth Festival
Input	RM30,000	RM959,340

Categorical Measurement

Performance measurement across media portfolio is differentiated between two categories, which are broadcast media and activation.

Broadcast media programs function primarily as content distribution within online platforms. As such, they are assessed predominantly through digital outputs such as viewership rate and engagement rate which reflects outcome-level metrics such as audience behavior, platform performance, CPV and CPE.

Activation programs such as ALI, Sekolah Radio and ASEAN Indie Youth Festival primarily assess output-level deliverables, as its objective is physical participation and on-ground engagement. Key measures include physical attendance, budget utilisation and CPP.

As such, the following section integrated both output performance and outcome interpretation according to category: (i) broadcast media and (ii) activation to provide a consolidated view of program effectiveness across the media portfolio.

Performance Assessment

This section presents an assessment of program performance across output delivery and outcome implications within the media portfolio.

OUTPUT & OUTCOME

Table 9 - Output-level Achievements of Broadcast Media

Category	Program	Target delivery on views	Audience quality	Platform sustainability	Performance volatility ratio	Financial Efficiency	Engagement Efficiency	Operational Efficiency
		Achievement %	Engagement %	Platform Performance -ance Risk	Views Variance	Cost per 1K view (CPV)	Cost per engage (CPE)	Budget utilisation %
Broadcast Media	Akar Muda	165.5%	0.70%	66.4%	84.40	Not recorded	-	-
	Carta Indie Kita	228.5%	1.28%	45.2%	-	Not recorded	-	-
	Carta Indie Kita Live	207.7%	1.33%	56.7%	-	7.14	0.54	100.17%
	Rabu Rock Live	222.1%	1.08%	39.2%	67.38	8.48	0.78	67.86%
	Buka Cerita	395.2%	1.86%	43.9%	192.98	0.52	0.03	68.33%
	mySukan Corner	313.8%	1.52%	7.1%	836.74	0.27	0.02	63.33%
	Bobcultcha	217.8%	0.64%	73.8%	95.92	1.06	0.16	76.67%
	Next Up!	204.7%	0.30%	80.0%	140.91	0.41	0.14	41.67%
AVERAGE		244.4%	1.09%	54.20%	177.3	2.23	0.21	0.52%

Key Discussion

1. Viewership overexceeds targets may suggest underestimated target setting

Across all programs, achievement rates significantly exceed targets (average 244.4%), with several programs exceeding 300%+ such as **Buka Cerita** and **mySukan Corner**. While this appears positive, it more critically indicates that the initial viewership targets may be structurally underestimated or not benchmarked against baseline. Due to the potentially low target rigor, it weakens the evaluative value of achievement rate % as a performance indicator.

2. Audience engagements rate are relatively healthy

Audience engagement rates across the broadcast media programs range from 0.30% to 1.86%, with an average of 1.09%. While these figures may appear modest in aggregate, engagement performance should be interpreted relative to platform composition.

The broadcast mainly distributes content across YouTube, X, Instagram, TikTok and Facebook, with engagement activity concentrated more heavily on TikTok and Instagram. Industry benchmarks generally show that TikTok and Instagram generate substantially higher interaction behavior compared to longer-form or passive consumption platforms such as YouTube and Facebook. As audience reach scales upward, engagement rate also tend to decline due to broader and less niche audience distribution.

Within this context, programs such as Buka Cerita (1.86%), mySukan Corner (1.52%), and Carta Indie Kita Live (1.33%) demonstrate relatively healthy engagement performance for multi-platform broadcast media content. However, lower engagement programs such as Next Up! (0.30%) and Bobcultcha (0.64%) may indicate weaker audience-content alignment or less effective conversion of visibility into active audience interaction.

3. High performance volatility indicates dependence on episodic audience spikes

Platform performance risk measures the consistency gap between the highest-viewed and lowest-viewed episodes within a program. Higher ratios indicate greater volatility in audience performance, reflecting weaker consistency and stronger dependence on trend-driven or episodic spikes in attention.

Several programs recorded very high volatility ratios, including mySukan Corner (836.74), Buka Cerita (192.98), and Next Up! (140.91). This suggests that viewership rate is highly dependent on trending topics or guest speakers. Overall, the figures suggest that the majority of the programs remain influenced by short-term trends, specific content topics, guest speakers or viral moments rather than consistent audience retention.

4. Viewership distribution remains concentrated on TikTok

Broadcast distribution spans multiple platforms including YouTube, YouTube Shorts, Instagram, TikTok, X and Facebook. However, viewership performance across most programs remains heavily concentrated on TikTok as the primary contributor to total views.

This concentration risk becomes particularly significant when paired with high platform performance volatility, as programs may become increasingly dependent on trend-based discoverability rather than stable cross-platform audience retention strategies.

5. Budget utilisation variability suggests uneven production planning

Budget utilisation ranges from 41.67% to 100.17%, reflecting differences in production scale and operational requirements between content formats.

Higher utilisation rates such as Carta Indie Kita Live (100.17%) are associated with more resource-intensive formats involving live performance broadcasts. In contrast, lower utilisation

programs such as Next Up! (41.67%) involve comparatively simpler broadcast formats. Due to the substantial variation across programs, this suggests the need for clearer cost benchmarking by content type to improve future budgeting accuracy and comparability across broadcast programs.

Table 10 - Output-level Achievements of Activations

Category	Program	KPI Achievements			Financial Analysis			
		Target	Physical Participant	Achievement Rate	Budget (RM)	Cost (RM)	Budget Utilization%	CPP (RM)
Activation	ALI	Not recorded	Song submit: 470 Physical attendee: 272	-	330K	319,759.06	96.9%	44.81
	Sekolah Radio	400	402	100.5%	44,240	42,137.68	92.3%	104.82
	ASEAN Indie Youth Festival	2,000	3,173	158.7%	500K	580,102.40	116.0%	182.91
TOTAL			3,847		8,74240	941,999.14	107.8%	110.85

Key Discussion

1. ALI 2024 demonstrates strong participatory engagement

ALI 2024 exceeded its visibility target, recording approximately 1.9 million views against a target of 500,000. More importantly, the program achieved a high engagement conversion rate of 74.5%, indicating strong audience participation relative to total reach.

The program also generated 470 song submissions and participation from over 25 indie artists and expert stakeholders. The combination of submission-based participation, public voting mechanisms and live grand finale attendance reflects strong audience interaction depth in comparison to a conventional awareness driven activation.

2. Sekolah Radio provides creative industry exposure to youth

Sekolah Radio achieved its participation target (100.5%) by delivering training sessions to 13 universities. The program provided structured exposure to broadcasting and media industry practices, contributing increased practical exposure for students. However, current measurements focus primarily on participation outputs, with limited evidence on skills acquisition or longer-term development outcomes.

3. ASEAN Indie Youth Festival acts as a regional cultural exchange

The ASEAN Indie Youth Festival exceeded its participation target by 58.7%, contributing to regional cultural exchange and youth engagement. However, the relatively high CPP reflects the

resource-intensive nature of festival-based delivery, including live production requirements, venue operations and international participation components. Although the program recorded budget overutilisation of approximately 16%, the additional costs were offset through ticket sales, demonstrating early financial recovery mechanisms laid out. This suggests that future editions may benefit from more integrated commercial planning to improve financial sustainability while maintaining program scale and quality.

Lesson Learnt

Category	Lesson Learnt	Recommendations
Broadcast Media	Current viewership targets may not be sufficiently calibrated to historical performance levels. All programs substantially exceeded targets, suggesting for a higher target setting	- Establish evidence-based target setting using historical program performance, platform analytics and audience growth trends - Benchmark against similar content formats
	Portfolio performance remains highly dependent on platform algorithms and trends. High volatility ratios and TikTok concentration indicate that program success is often influenced by episodic spikes, or specific guest appearances rather than stable audience behavior	- Develop recurring content formats that encourage repeat engagement independent of algorithm-driven exposure - Strengthen multi-platform distribution strategies to reduce overdependence on TikTok and improve long-term platform sustainability.
	High-performing content demonstrates commercial potential. Several programs achieved substantial reach and engagement at relatively low cost.	- Introduce commercialisation opportunities such as sponsorship, branded content, merchandise and event-linked partnerships - Expand hybrid funding models that combine public funding with earned revenue streams to improve financial sustainability
Activation	Current measurement focuses more on output-level deliverables compared to developmental impact	Strengthen monitoring and evaluation (M&E) frameworks by incorporating impact metrics beyond media reach. This includes measuring participant learning outcomes or skills gained (from programs like Sekolah Radio) and audience feedback and suggestions (from broadcast programs). This can help inform strategic decision making on content or approach.

Program Snapshot

A. Broadcast Media

Broadcast media programs are evaluated based on their role in audience reach and online visibility across platforms as content distributors. While intended to generate measurable outcomes in terms of audience engagement, retention and platform sustainability, current assessment primarily relies on observable media performance indicators such as viewership rate, engagement rates and efficiency metrics which serve as proxies for audience behavior and platform performance.

1 AKAR MUDA		
CONTENT POSITION • Civic Awareness • Youth representation and inclusive dialogue HIGHLIGHTS Akar Muda functions as a youth-centered segment on Rakita 107.9 that showcases the voices, ideas and perspectives of young people, aligned with current issues. Unlike the high-intensity intervention model, Akar Muda prioritizes consistent visibility and relatability over behavioural transformation. A total of 24 guests were featured across the series	TARGET • 20 episodes • 550,000 views	ACHIEVED • 20 bi-weekly episodes produced and broadcasted • 910,074 views (165% of target) • 6,371 engagement (likes, comments, shares) • 0.7% engagement rate (audience quality)
	AUDIENCE BEHAVIOR INSIGHTS • The segment exceeded its viewership target, indicating scalable digital visibility • Despite wide-scale reach, engagement conversion remained relatively low, suggesting the content functioned more as an awareness product rather than a highly interactive engagement platform • Platform concentration risk remains high (66.4%), reflecting a high dependency on a single platform that is TikTok. • A stability ratio. 84.4 indicates relatively consistent episode performance, limited between the highest and lowest viewed episodes. This means that the content performance is relatively consistent	
	BUDGET: RM 6,000 COST: RM 4,600 UTILISATION RATE: 76.67%	
	COST PER 1,000 VIEWS (CPM) = [RM 4600 (cost) / 910,074 (achieved views)] x 1000 = RM 5.05 per 1,000 views COST PER ENGAGEMENT (CPE) = RM 4,600 (cost) / 6,371 (achieved engagement) = RM 0.72 per engagement	
PERFORMANCE ASSESSMENT		

	The segment performs well as a cost-efficient awareness platform however, there is low engagement rate (0.7%) which indicates limited interaction or quality audience.
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2	CARTA INDIE KITA	
CONTENT POSITION - Indie music - discovery Creative ecosystem exposure HIGHLIGHTS Carta Indie Kita (CIK) is a weekly chart show that celebrates the best indie music in both Malay and English. Hosted by Bob and Aqilah, the show features a Top 12 countdown of indie tracks. The program also includes interactive fan voting and real-time music discussions.	TARGET 20 sessions 550,000 views	ACHIEVED 20 sessions 1,142,679 views (228.5% of target) 14,570 engagement 2,499 voters on platform X 1.28% engagement rate (audience quality)
	AUDIENCE BEHAVIOR INSIGHTS TikTok has the highest views concentration (45.2%) among all platforms	
	BUDGET: RM 0 (based on record) COST: RM 0 (based on record) <i>There is no record of budget or cost, indicating utilizing existing resources in Rakita without any outsource requirements.</i>	
	PERFORMANCE ASSESSMENT - This segment greatly exceeds the target views by double with 228.5% achievement rate. However, there is a low engagement conversion of 1.28%. - Based on their report, the team reflected that performance across months was inconsistent, highlighting the need for more structured promotion, regular chart updates and stronger visibility support for indie artist with limited digital presence. Recommendations to consider: - Compared to other broadcast media segments such as Akar Muda, this is more of an audience engagement model due to the inclusion of the voting format. Thus, this program may need to strengthen the engagement model with diverse participation formats such as live voting sessions, audience song reviews, polling, fan shoutouts and more, in order to improve retention and stronger community connection. - In addition, this segment does not just provide entertainment content but act as a discovery and circulation platform to support indie artists with limited digital presence, in turn this shifts the program from a content product into an ecosystem support platform.	

CONTENT POSITION Strengthen the local indie music ecosystem by promoting visibility of local and independent artists while providing them live performance experience. HIGHLIGHTS Carta Indie Kita Live (CIK Live) is a live performance program that showcases indie and local music talent through live sessions. The program is seasonal, publishing 2-3 live episodes each month.	<table> <tr> <th>TARGET</th><th>ACHIEVED</th></tr> <tr> <td> 2,000,000 views </td><td> 12 artist performance 4,154,354 views (207.7% of target) 55,335 engagement 1.33% engagement rate </td></tr> </table> AUDIENCE BEHAVIOR INSIGHTS - TikTok has the highest views concentration (56.7%) among all platforms, indicating high platform dependency risk on Tik Tok. - Audience interaction quality (1.33%) remains moderate despite high reach, suggesting that most viewers remain passive consumers rather than active participants. This indicates this segment has strong visibility. BUDGET: RM 29,600.00 COST: RM 29,650.00 BALANCE: -RM50.00 UTILIZATION RATE: 100.17% (Over-spent) COST PER 1,000 VIEWS (CPM) = [RM 29,600 (cost) / 4,154,354 (achieved views)] x 1000 = RM 7.14 per 1,000 views COST PER ENGAGEMENT (CPE) = RM 29,600 (cost) / 55,335 (achieved engagement) = RM 0.54 per engagement PERFORMANCE ASSESSMENT - The program has a minor overspend of RM50 (100.17% utilisation). However, the overspend is operationally insignificant and relatively controlled . Thus, it does not indicate major financial inefficiency. - This segment performs efficiently as a scalable digital content product. A CPM of RM7.14 and CPE of RM0.54 indicate relatively cost-effective audience acquisition and interaction for a live music production format Recommendations to consider: - Apart from building visibility for the local artists, consider to better support artist growth by having clearer and stronger artist-to-audience pathways such as artist profile features, post-performance interviews, playlist promotion, social media campaigns and more. - As this segment can act as a talent circulation and exposure platform within the indie music ecosystem, consider to expand impact indicators beyond media metrics such as capturing impact on artist featured after their performance.	TARGET	ACHIEVED	2,000,000 views	12 artist performance 4,154,354 views (207.7% of target) 55,335 engagement 1.33% engagement rate
TARGET	ACHIEVED				
2,000,000 views	12 artist performance 4,154,354 views (207.7% of target) 55,335 engagement 1.33% engagement rate				

CONTENT POSITION Support rock music artists through live performance and in-depth interviews HIGHLIGHTS Rabu Rock Live is a monthly live rock music program This show spotlights indie and alternative rock talent through live performance sessions and in-depth interviews. This program features a one-hour live music show on YouTube.	<table> <tr> <th>TARGET</th><th>ACHIEVED</th></tr> <tr> <td> 2,000,000 views </td><td> 11 episodes 4,441,086 views (222.1% of target) 48,119 engagement 1.08% engagement rate 67.38 performance volatility ratio </td></tr> </table> AUDIENCE BEHAVIOR INSIGHTS - TikTok has the highest views concentration (39.2%) among all platforms, indicating a healthier cross-platform distribution and stronger sustainability aspect. In addition, this program shows a lower platform concentration risk among all Rakita music segments. BUDGET: RM 55,500.00 COST: RM 37,659.94 UTILIZATION RATE: 67.86% COST PER 1,000 VIEWS (CPM) = [RM 55,500 (cost) / 4,441,086 (achieved views)] x 1000 = RM 8.48 per 1,000 views COST PER ENGAGEMENT (CPE) = RM 55,500 (cost) / 48,119 (achieved engagement) = RM 0.78 per engagement PERFORMANCE ASSESSMENT - This segment exceeds the viewership target by double (222.1% of target) - Among Rakita music segments, Rabu Rock Live has the highest CPM and CPE, indicating this segment is financially more costly. - While the program remains under budget with a 67.86% utilization rate, audience interaction efficiency remains moderate with a 1.08% engagement rate. This means that a deeper audience participation can be further improved. - This segment is a relatively niche genre-specific platform. Despite that, the segment functions well in reaching viewership target, however less efficiently as a low-cost scalable digital media product. Recommendations to consider: - Production cost may need to be reviewed to optimize production efficiency - The niche rock audience presents opportunities for monetization such as merchandise partnerships, ticketed live showcases, brand collaborations, community-driven events to offset higher production cost. - Introduce impact indicators beyond media metrics such as artist audience growth and repeat collaboration.	TARGET	ACHIEVED	2,000,000 views	11 episodes 4,441,086 views (222.1% of target) 48,119 engagement 1.08% engagement rate 67.38 performance volatility ratio
TARGET	ACHIEVED				
2,000,000 views	11 episodes 4,441,086 views (222.1% of target) 48,119 engagement 1.08% engagement rate 67.38 performance volatility ratio				

CONTENT POSITION

- Mental health and well-being
- Inclusive dialogue among youth

HIGHLIGHTS

Buka Cerita is a bi-weekly, 30 minute podcast that focuses on mental health and relationship issues among youth

Hosted by Neera, the program provides safe space for discussions on emotions, personal development and life challenges

TARGET

- 2,000,000 views

ACHIEVED

- 20 bi-weekly episodes
- 7,903,654 views (395.2% of target)
- 147,357 engagement
- 1.86% engagement rate
- 192.98 performance volatility ratio

AUDIENCE BEHAVIOR INSIGHTS

- Among Rakita music segments, Buka Cerita is the second strongest performing segment in terms of audience reach, engagement and cost efficiency followed by mySukan Corner. This segment is also one of the most cost efficient.

BUDGET: RM 6,000.00

COST: RM 4,100.00

UTILIZATION RATE: 68.33%

COST PER 1,000 VIEWS (CPM)

= [RM 4,100 (cost) / 7,903,654 (achieved views)] x 1000 =
RM 0.52 per 1,000 views

COST PER ENGAGEMENT (CPE)

= RM 4,100 (cost) / 147,357 (achieved engagement)
= RM 0.03 per engagement

PERFORMANCE ASSESSMENT

- Buka Cerita demonstrates highly efficient digital content scalability.
- With a low CPM (RM0.52) and CPE (RM0.03), this segment records as the second most cost-efficient performance after mySukan Corner, among Rakita music segments.
- However, the segment records a relatively high performance volatility ratio (192.98) between the highest and lowest episode views. This suggests that audience response is highly guest or topic dependent.

Recommendations to consider:

- Identify repeatable success patterns and standardise high-performing content themes. Consider to do an online survey or polling among audience to make data-driven decision
- Introduce impact indicators beyond media metrics such as online survey on perceived mental or emotional support benefited from the podcast

CONTENT POSITION Sports and youth lifestyle content HIGHLIGHTS mySukan Corner is a sport-focused podcast. Hosted by Atoi Tohet, the program features expert insights, athlete interviews, and training tips designed to engage sports and fitness enthusiasts. The program adopts a 'quality over quantity' approach, producing only two episodes per month while targeting a high-scale reach.	<table border="1"> <thead> <tr> <th>TARGET</th><th>ACHIEVED</th></tr> </thead> <tbody> <tr> <td> 4,500,000 views </td><td> 20 episodes with 21 different guests 14,121,213 views (313,8% of target) 214,448 engagement 1.52% engagement rate 836.74 performance volatility ratio </td></tr> </tbody> </table> AUDIENCE BEHAVIOR INSIGHTS - Instagram has the highest views concentration platform, holding 28.5% among platforms (Tik Tok, Facebook, X). Among Rakita segments, mySukan Corner has the lowest platform concentration risk, indicating sustainability and more even distribution. - This segment significantly outperformed its target, achieving over 14.1 million views (313.8%) and 214,448 engagements across 20 episodes with 21 guests, indicating strong demand for sports and fitness-related content among the youth audience. - However, the segment records an extremely high performance volatility ratio (836.74), indicating highly inconsistent episode-level performance. In the report, the team reflected that the target was successfully exceeded due to one particular episode that featured very popular football stars, Sir Amsha & Amri Yahya (Episode 6) BUDGET: RM 6,000.00 COST: RM 3,800.00 UTILIZATION RATE: 63.33% COST PER 1,000 VIEWS (CPM) = [RM 3,800 (cost) / 14,121,213 (achieved views)] x 1000 = RM 0.27 per 1,000 views COST PER ENGAGEMENT (CPE) = RM 3,600 (cost) / 214,448 (achieved engagement) = RM 0.02 per engagement PERFORMANCE ASSESSMENT - mySukan Corner demonstrates very strong cost efficiency and scalability, with the lowest CPM (RM0.27) and CPE (RM0.02). This reflects highly efficient content distribution, strong organic amplification and effective use of guest Recommendations to consider: - Improve episode performance consistency by standardizing high-performing themes and topics. Performance is greatly guest-driven, thus building a data-driven guest selection model based on follower reach, sport popularity, engagement history and others to reduce performance volatility risk. - Given the strong sports audience concentration, the segment has commercial potential. Suggestions such as sports brand or fitness product sponsorships and partnerships.	TARGET	ACHIEVED	4,500,000 views	20 episodes with 21 different guests 14,121,213 views (313,8% of target) 214,448 engagement 1.52% engagement rate 836.74 performance volatility ratio
TARGET	ACHIEVED				
4,500,000 views	20 episodes with 21 different guests 14,121,213 views (313,8% of target) 214,448 engagement 1.52% engagement rate 836.74 performance volatility ratio				

CONTENT POSITION

Bobcultcha acts as a niche cultural discovery platform that bridges underground indie subcultures with mainstream audience

HIGHLIGHTS

Bobcultcha is a bi-weekly podcast that explores indie subcultures and interest-based communities, including art, music, fashion, hobbies, and alternative youth lifestyles. Hosted by Bob, the program serves as a discovery platform that connects the underground creative scene with mainstream audiences.

TARGET

- 200,000 views

ACHIEVED

- 20 episodes with 20 guests
- 4,355,252 views (217.8% of target)
- 28,062 engagement
- 0.64% engagement rate
- 73.8% platform concentration risk (Highest on Tik Tok)
- 95.92 performance volatility ratio

AUDIENCE BEHAVIOR INSIGHTS

- This segment demonstrates strong performance, exceeding its target with 4.36 million views (217.8%) across 20 episodes and 20 guests.
- The segment records a moderate performance volatility ratio (95.92), suggesting relatively stable episode performance with manageable variation. This shows that audience interest is rather consistently sustained across episodes.
- However, the engagement volume remains modest relative to total reach. This suggests that the scale of active engagement is still limited compared to reach potential.
- Platform analysis indicates a high dependency on Tik Tok (73.8% concentration risk), making the segment highly sensitive to platform algorithm shifts. This affects sustainability despite strong current performance outputs.

BUDGET: RM 6,000.00

COST: RM 4,600.00

UTILIZATION RATE: 76.67%

COST PER 1,000 VIEWS (CPM)

= [RM 4,600 (cost) / 4,355,252 (achieved views)] x 1000 =
RM 1.06 per 1,000 views

COST PER ENGAGEMENT (CPE)

= RM 4,600 (cost) / 28,062 (achieved engagement)
= RM 0.16 per engagement

PERFORMANCE ASSESSMENT

- **Bobcultcha** is highly cost-efficient, with a low CPM (RM1.06) and CPE (RM0.16), reflecting a strong return on media investment and effective audience amplification relative to production cost
- Budget utilisation remains controlled at 76.67%, indicating efficient resource deployment without overspending.

Recommendations to consider:

- Increase engagement depth beyond passive consumption as current engagement rate is low relative to reach. This affects audience quality and retention.

	Consider commercial opportunities through niche targeting such as streetwear and fashion brands, creative economy sponsors, cultural events and more.
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8	NEXT UP!				
CONTENT POSITION Financial literacy awareness and youth lifestyle content HIGHLIGHTS Next Up! is a youth-focused lifestyle and personal finance podcast. Hosted by Aqilah, this program discusses current trends, financial management, career development and personal growth. This segment functions as an entry point for youth to engage with financial literacy and 'adulting' topics in a relatable and conversational format	<table> <tr> <th>TARGET</th><th>ACHIEVED</th></tr> <tr> <td> 300,000 views </td><td> 20 episodes with 23 guests 6,140,752 views (204.7% of target) 18,336 engagement 0.3% engagement rate 80.0% platform concentration risk (Highest on Tik Tok) 140.91 performance volatility ratio </td></tr> </table> AUDIENCE BEHAVIOR INSIGHTS - The segment demonstrates strong reach performance, exceeding the target by more than double (204.7%). This indicates strong audience interest in youth lifestyle and financial literacy content delivered in a casual and relatable format - However, despite the high reach, the engagement rate (0.3%) is the lowest among segments with a highest platform concentration risk (80%). - The performance volatility ratio (140.91) also suggests moderate inconsistency across episode performance, indicating that it is highly topic or guest dependent. BUDGET: RM 6,000.00 COST: RM 2,500.00 UTILIZATION RATE: 41.67% COST PER 1,000 VIEWS (CPM) = [RM 2,500 (cost) / 6,140,752 (achieved views)] x 1000 = RM 0.41 per 1,000 views COST PER ENGAGEMENT (CPE) = RM 2,500 (cost) / 18,336 (achieved engagement) = RM 0.14 per engagement PERFORMANCE ASSESSMENT - Low budget utilization (41.67%) reflects lean operational execution and resource deployment. - Although the program has successfully generated large scale reach, the engagement conversion, performance volatility ratio and platform concentration risk has room for improvement. Recommendations to consider:	TARGET	ACHIEVED	300,000 views	20 episodes with 23 guests 6,140,752 views (204.7% of target) 18,336 engagement 0.3% engagement rate 80.0% platform concentration risk (Highest on Tik Tok) 140.91 performance volatility ratio
TARGET	ACHIEVED				
300,000 views	20 episodes with 23 guests 6,140,752 views (204.7% of target) 18,336 engagement 0.3% engagement rate 80.0% platform concentration risk (Highest on Tik Tok) 140.91 performance volatility ratio				

	• Diversify platform distribution to reduce overdependence on Tik Tok and improve sustainability across Instagram, YouTube and other streaming platforms • Introduce impact indicators beyond media metrics such as online survey on perceived benefits or topics of interest in order to make data-driven decisions on content • Strengthen interactive content formats to improve engagement conversion.
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B. Activation

Activation programs are evaluated based on event delivery performance, participation and on-ground engagement outcomes. As these programs function as direct engagement and ecosystem activation, assessment is focused on observable delivery metrics such as attendance, participation levels and cost efficiency which may reflect broader outcome-level impact.

9	ANUGERAH LAGU INDIE 2024	
CONTENT POSITION • Creative economy and indie music ecosystem • Youth creative expression and cultural participation HIGHLIGHTS Anugerah Lagu Indie 2024 (ALI 2024) marked its 5th anniversary, reinforcing its position as one of Malaysia's leading platforms for indie music. ALI 2024 began with the submission opening on 1 Jan, followed by a comprehensive evaluation process and announcement of the Top 90 songs in March. Then, an online public voting phase from 18 April - 30 May 2025 to determine the Top 15 finalists. The competition culminated in a Grand Finale held at JioSpace on 27 July 2025. ALI 2024 functions not only as a music competition, but also as a participatory ecosystem-building platform that connects over 25 indie artists, audiences, media	TARGET • 500,000 views	ACHIEVEMENTS • 1,896,615 views (379.3% of target) • 1,413,289 engagement • 74.52% conversion from views • 470 total song submissions • 5,352 total votes for Top 90 selection • 1,783 total votes for Best Performance category • 272 physical attendees during Grand Finale
	AUDIENCE BEHAVIOR INSIGHTS • ALI24 performed well as a participatory activation platform. • The program exceeded its visibility target, achieving nearly four times its intended reach while generating high audience participation or engagement conversion (74.52%). BUDGET: RM 330,000.00 COST: RM 319,759.06 UTILIZATION RATE: 96.9% COST PER SUBMISSION = RM 319,759.06 (cost) / 470 submissions = RM 680.34 per artist submission COST PER VOTING PARTICIPANT = RM 319,759.06 (cost) / (5,352 + 1,783 votes) = RM 44.81 per vote COST PER ENGAGEMENT (CPE) = RM 319,759.06 (cost) / 1,413,289 (achieved engagement) = RM 0.23 per engagement PERFORMANCE ASSESSMENT • Budget utilisation (96.9%) suggest disciplined execution of a complex multi-stage program. However, report stated that the budget was workable but limited as it led to compromises in PR, manpower and production quality. • Return of investment in terms of cost per submission (RM680.34), cost per vote (RM44.81) and cost per engagement (RM0.23) shows	

partners, and music industry stakeholders.	that ALI is relatively efficient in generating participation despite limited physical attendees Recommendations to consider: Improve monetization and sponsor integration given the high activation value such as merchandise and event experiences
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10	SEKOLAH RADIO	
CONTENT POSITION - Production skills development - Youth employability and creative industry exposure HIGHLIGHTS Sekolah Radio functions primarily as a skills development and industry exposure program, targeting 13 selected university students to provide them experience in the broadcasting industry to equip them with practical radio skills to encourage creativity and professional development. The program delivered 4 repeated training sessions across universities	ACHIEVEMENT 402 students from 13 universities 188,085 views 1,962 engagement BUDGET: RM 44,240.00 COST: RM 42,137.68 UTILIZATION RATE: 95.25% COST PER STUDENT = RM 42,137.68 / 402 students = RM 104.82 per student PERFORMANCE ASSESSMENT - The program is highly efficient in execution with a 95.25% budget utilization rate, reflecting strong cost control and near-complete resource deployment - The cost per student (RM104.82) is appropriate for a bands-on, focused training model involving practical exposure and repeated delivery across universities. Recommendations to consider: - Lack data on competency assessment (pre post workshop evaluation) to measure skill improvement - Consider. an alumni tracking system to assess long-term impact to record any success stories - Strengthen career linkage outcomes such as internships or freelance opportunities	

11	ASEAN INDIE YOUTH FESTIVAL	
CONTENT POSITION Contribute to youth creative economy	TARGET 2000 youth participants	ACHIEVED 3,173 total attendees over 2 days (Day 1: 1602 pax; Day 2: 1571 pax) where 65% of them are youth (2,063 pax)

- Foster cultural diversity across ASEAN HIGHLIGHTS Organised in conjunction with Malaysia's ASEAN Chairmanship 2025 in collaboration with TAPAUfest 2-day festival featuring: 5 workshops 19 vendors from 6 countries 7 short film screenings 12 live acts Strong regional participation with multi-country representation	70 international delegates from 9 ASEAN countries 705,000 online views 194,000 new social media followers BUDGET: RM500,000.00 (internal only) COST: RM 580,102.40 (ticket sale cover cost) BUDGET UTILIZATION: 116% COST PER PARTICIPANT = RM 580,102.40 / 3,173 = RM 182.85 per attendee (≈ RM 183) DEPTH INDICATOR - Multi-layered engagement model including workshops, performance, vendor and regional networking - Diverse engagement across ASEAN EFFICIENCY ANALYSIS: <i>High-scale with high experiential depth in cultural and creative aspects</i> - High cost per participant reflects event-based delivery with production and international components - Budget overrun (~16%) which was covered by ticket sales, - indicating early financial planning
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FINANCIAL REPORT

Statements of Financial Position

As at 31 December 2025

(Incorporated in Malaysia)
(Amount in RM)

	Group		Company	
	2025 (RM)	2024 (RM)	2025 (RM)	2024 (RM)
ASSETS				
NON-CURRENT ASSETS				
Property, plant and equipment	2,877,569	4,464,786	2,771,978	4,317,278
Right-of-use-assets	91,863	96,967	91,863	96,967
Investment in subsidiaries	-	-	502,502	502,502
Finance lease receivables	-	-	12	12
TOTAL ASSETS	2,969,432	4,561,753	3,366,355	4,916,759
CURRENT ASSETS				
Trade receivables	40,739	105,198	7,647	-
Other receivables	143,415	155,915	80,146	92,646
Amount due from subsidiaries	-	-	25,102,339	23,587,812

Current tax assets	219,518	611,378	110,023	186,373
Cash and cash equivalents	9,275,306	8,881,238	5,250,624	4,763,467
	9,678,978	9,753,729	30,550,779	28,630,298
TOTAL ASSETS	12,648,410	14,315,48	33,917,134	33,547,057

EQUITY AND LIABILITIES				
CAPITAL AND RESERVE				
Accumulated surplus	7,124,783	8,948,963	22,119,011	21,932,464
TOTAL EQUITY	7,124,783	8,948,963	22,119,011	21,932,464
NON-CURRENT LIABILITY				
Lease liabilities	108,531	112,704	108,531	112,704
TOTAL NON-CURRENT LIABILITY	108,531	112,704	108,531	112,704

Statements of Financial Position

As at 31 December 2025

(Incorporated in Malaysia)
(Amount in RM)

	GROUP		COMPANY	
	2025 (RM)	2024 (RM)	2025 (RM)	2024 (RM)
CURRENT LIABILITIES				
Trade payables	1,427,040	652,032	1,427,040	652,032
Other payables	1,018,417	1,226,654	919,677	1,101,492
Government grant	2,965,834	3,371,890	2,965,833	3,371,889
Amount due to subsidiaries	-	-	6,373,237	6,373,237
Lease liabilities	3,805	3,239	3,805	3,239
	5,415,096	5,253,815	11,689,592	11,501,889
TOTAL LIABILITIES	5,523,627	5,366,519	11,798,123	11,614,593
TOTAL EQUITY AND LIABILITIES	12,648,410	14,315,482	33,917,134	33,547,057

Statements of Profit or Loss

As at 31 December 2025

(Incorporated in Malaysia)

(Amount in RM)

	Group		Company	
	2025 (RM)	2024 (RM)	2025 (RM)	2024 (RM)
CURRENT LIABILITIES				
Revenue	16,748,757	18,957,553	16,258,399	18,301,514
Other operating income	765,362	1,448,789	765,362	1,448,789
Administrative expenses	(5,095,595)	(3,047,190)	(2,595,650)	(3,488,092)
Overhead expenses	(10,429,642)	(9,538,593)	(10,429,642)	(9,538,593)
Personnel expenses	(3,740,099)	(5,009,823)	(3,740,099)	(5,009,823)
SURPLUS FROM OPERATIONS	(1,751,217)	2,810,736	258,370	1,713,795
Finance cost	(6,394)	(6,582)	(6,394)	(6,582)
SURPLUS BEFORE TAX	(1,757,611)	2,804,154	251,976	1,707,213
Income tax expense	(66,569)	4,136	(65,429)	-
SURPLUS FOR THE FINANCIAL YEAR	(1,824,180)	2,808,290	186,547	1,707,213
OTHER COMPREHENSIVE INCOME, NET OF TAX	-	-	-	-
TOTAL COMPREHENSIVE (LOSS) INCOME FOR THE FINANCIAL YEAR	(1,824,180)	2,808,290	186,547	1,707,213

2025 Annual Report

Shaping Youth's Impact

IMPACT

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