
Network 18 Media & Investments

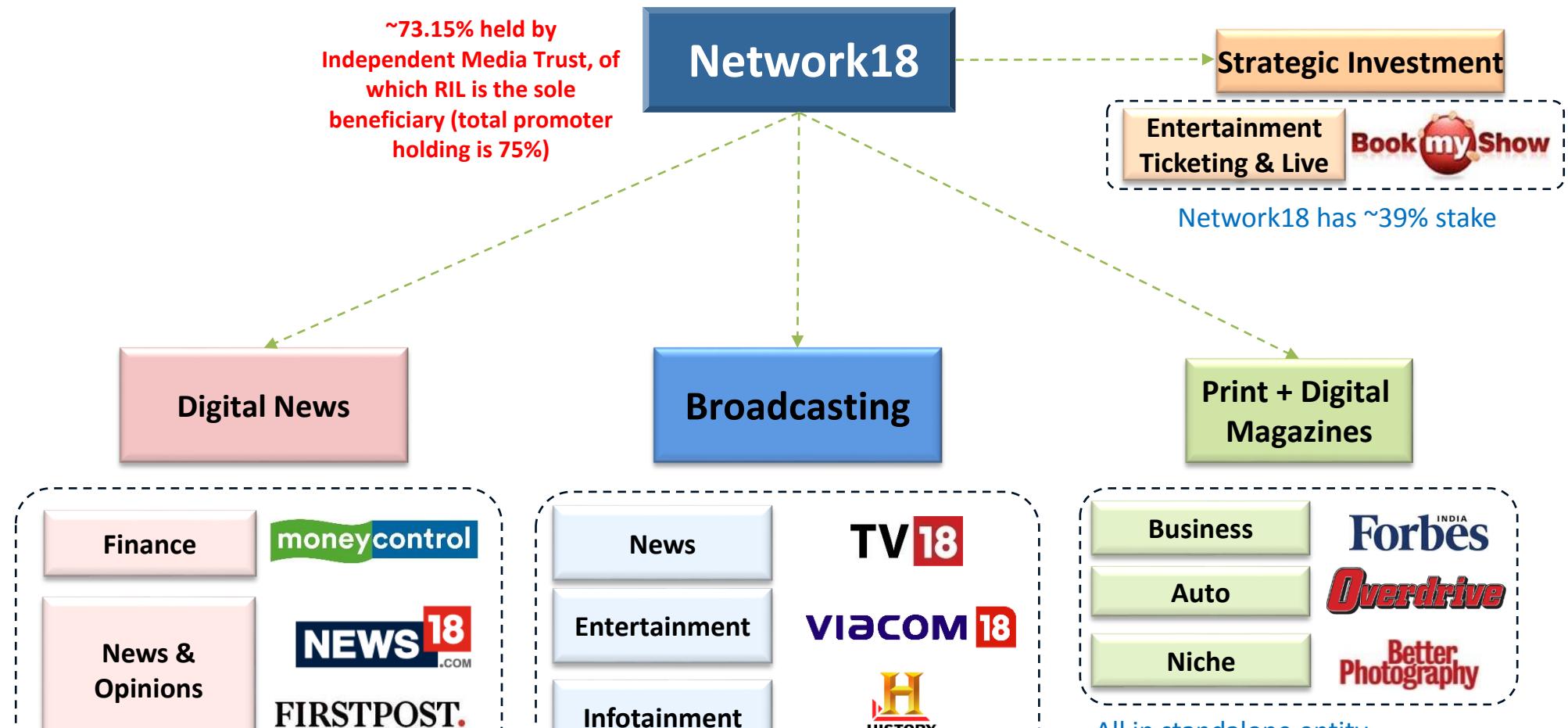
Corporate Presentation
FY20-21

OVERVIEW

Key Strengths



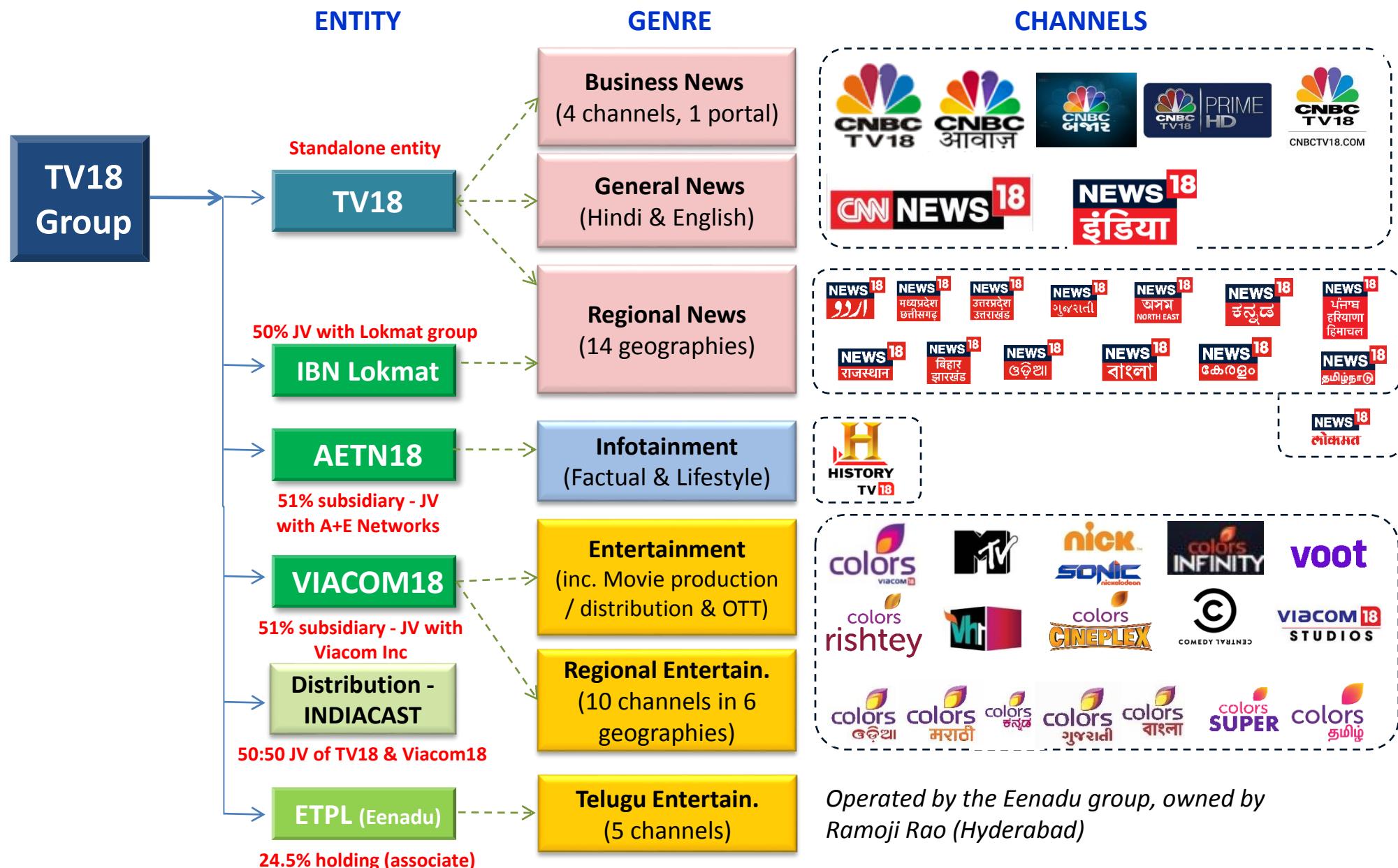
Network18 group : TV & Digital media, specialized Print & Ticketing



Network18 holds ~92% in e-Eighteen (Moneycontrol). Others are in standalone entity.

Network18 holds ~51% of subsidiary TV18. TV18 in turn owns 51% in Viacom18 and 51% in AETN18 (see next page for details)

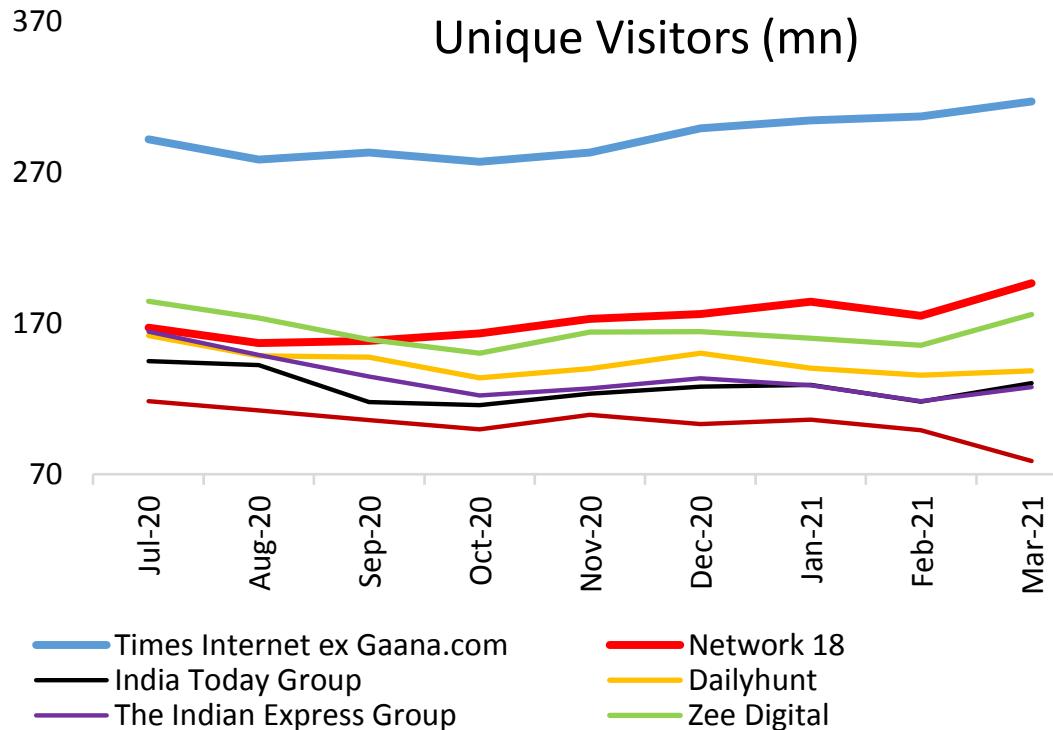
TV18 group – Broadcasting pure-play, across News & Entertainment



**ONE OF INDIA'S LEADING BROADCAST & DIGITAL
MEDIA PLAYERS**

DIGITAL: Second largest digital publisher in India, 8th globally

- ~200 mn Unique Visitors (UVs): >1 in 3 internet users in India are on Network18 properties
 - Network18 reaches 42% of India's digital audience, and ~8% of the world's digital audience
- ~20 bn Page Views in FY21 reflecting growing salience
 - Engagement levels rank amongst top 10 of both news and entertainment media players globally
- Network18 is ranked #2 by reach (UVs) and #3 by page views amongst Indian media groups
 - MoneyControl is at 3rd position in terms of UVs and 1st position in terms of PVs
 - News18.com is growing traffic rapidly, led by rising Regional consumption on Digital medium
 - VOOT is the second largest broadcaster-OTT in India with segment-leading watchtime/user

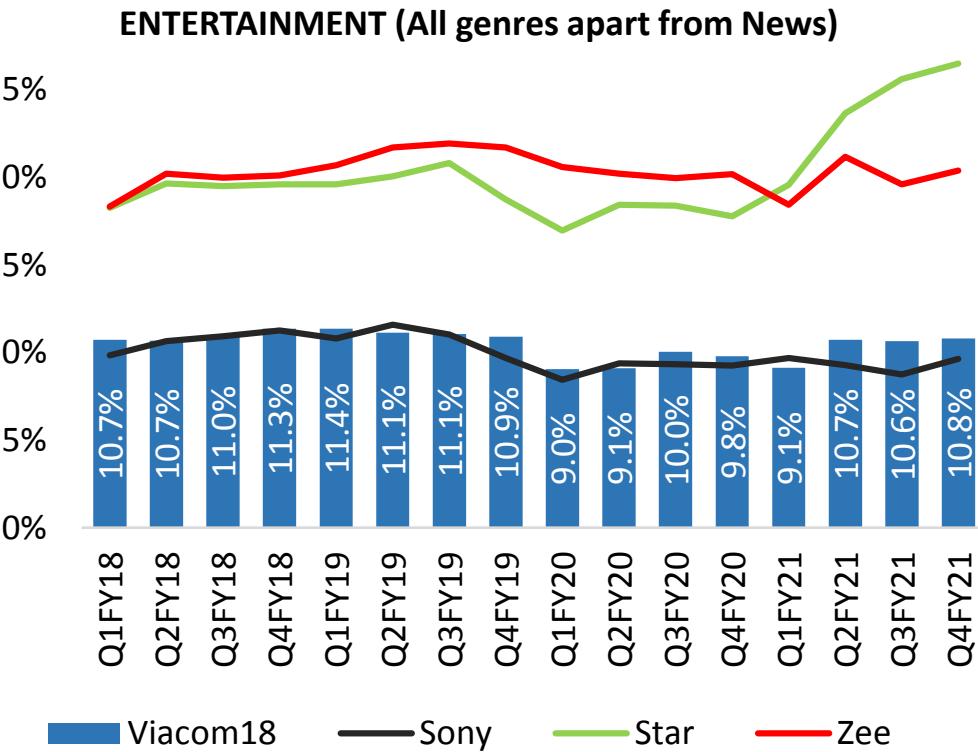
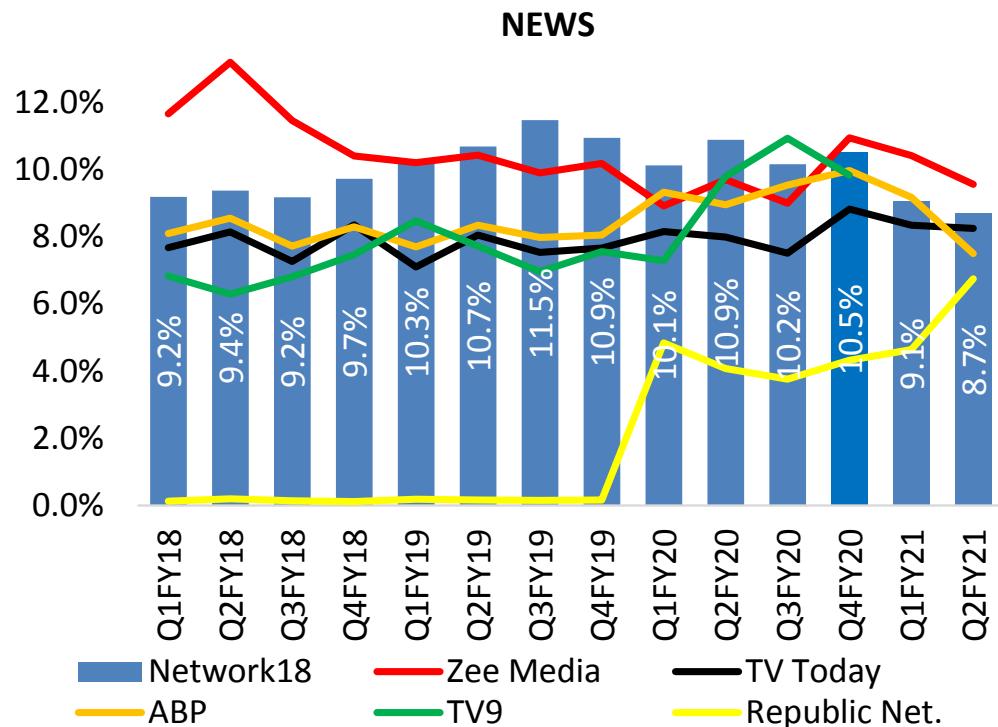


Network18 group is amongst top-10 Digital platforms across sectors in India on reach.
 (Unique Visitors in Mar 2021 - comScore).

Rank	Property	UVs (mn)	% Reach
1	Google Sites	463.1	99.0%
2	Facebook	438.6	93.7%
3	Times Internet Limited	357.2	76.3%
4	Amazon Sites	335.0	71.6%
5	Flipkart sites	251.0	53.6%
6	TRUECALLER.COM	229.4	49.0%
7	PAYOUT.COM	199.2	42.6%
8	Network 18	196.7	42.0%
9	Reliance Jio Digital Services	193.9	41.4%
10	Microsoft Sites	181.4	38.8%

BROADCAST: Broadest News Network, All-round Entertainment portfolio

- ✓ TV18 operates the youngest and the **fourth largest** national broadcast group in the country.
- ✓ TV18 group controls **~13%** of India's growing TV viewership pie (including affiliate ETV).
- ✓ The group reaches **800+ mn** TV viewers annually, which is **>95%** of all TV viewers in India.
- ✓ Unique content platter serving both **News and Entertainment** channels, both for **national and regional**.



peer shares are ex-Sports for comparability

News ratings have been blacked out since Oct-2020, hence News viewership share data is available only till Q2FY21

FINANCIAL SUMMARY

Network18 and TV18 Annual Operating Financials – A snapshot

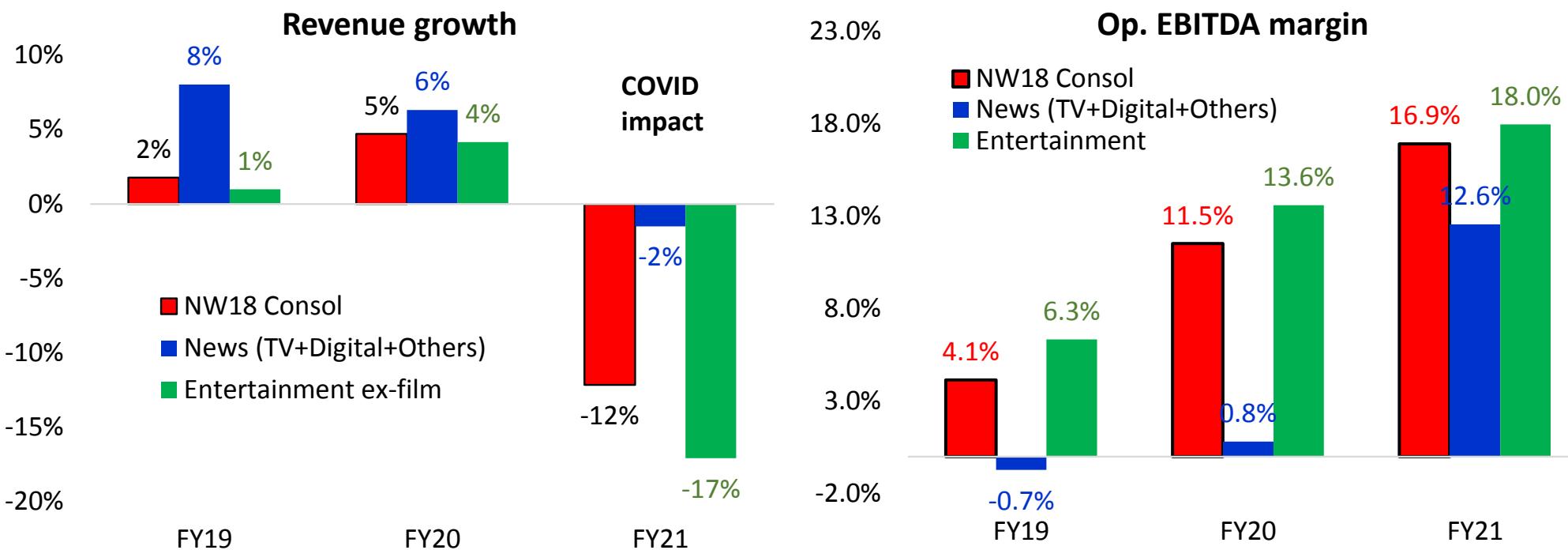
OPERATING REVENUES (Rs Cr)	FY21	FY20	Growth
A) News (TV18 Standalone) @	1,104	1,150	-4%
B) Entertainment (Viacom18+AETN18+Indiacast) *	3,393	4,025	-16%
C) TV18 Consolidated	4,498	5,175	-13%
includes: Subscription	1,830	1,811	1%
includes: Film production/distribution	44	273	-84%
D) Digital, Print, Others & Intercompany elim.	207	182	14%
E) Network18 Consolidated	4,705	5,357	-12%

OPERATING EBITDA (Rs Cr)	FY21	FY20	Growth
A) News (TV18 Standalone) @	177	97	82%
B) Entertainment (Viacom18+AETN18+Indiacast) *	631	606	4%
C) TV18 Consolidated	808	703	15%
D) Digital, Print, Others & Intercompany elim.	-12	-86	NM
E) Network18 Consolidated	796	617	29%

@ IBN Lokmat is a 50:50 JV and hence is not included here as per Ind-AS accounting.

* Viacom18 and AETN18 are 51% entertainment subsidiaries of TV18, while distribution-arm Indiacast is a 50:50 JV of TV18 and Viacom18. TV18's 24.5% minority stake in Telugu entertainment associate Eenadu TV (Ramoji Rao group) is not included here.

Operating performance trends – Margin expansion amidst growth headwinds



- Weak economy, regulatory change has kept revenue growth tepid in past years.
- FY21 Revenue dipped due to COVID impact, esp. in Entertainment in H1.
- Back in growth territory by Q4.
- Cost-controls from pre-COVID times, increased efficiencies offset revenue hit.
- Growing annuity revenue (subscription, syndication) + alternate streams (IPs/Events) raised profitability to highest ever.

DIGITAL

Comscore multiplatform data
UV = Unique Visitor
PV = Page View

VOOT (OTT Video on demand platform) - AVOD



Network Content	Content around Content	VOOT Originals
Large library of content from the group	NOT Seen on TV <u>exclusives</u> for the network show fans.	Exclusive differentiated stories & shows for the <u>digital only viewers</u>

- #2 broadcaster OTT
- Ad-led model has scaled up and achieved break-even ahead of most peers
- Time spent per viewer per day of >45 mins is highest among peers, indicating strong audience loyalty
- For the first time ever, Voot launched interactivities based on Fiction shows (Ishq Mein Marjawaan, Pinjara) in which the users submitted videos and participated in quizzes
- Tremendous strides on the product & technology front enabled new highs for Voot
 - Expanded partnership footprint by over 100% - Content available on all leading Telcos, some other Digital platforms
 - Tech and Ops: Adopted a long-term sustainability by migrating to Jio's backend platform
 - Interactivity - ~9 million votes in a span of 10 minutes Bigg Boss 13 Asli Fans Integrated Campaign



VOOT (OTT Video on demand platform) - SVOD

vootKIDS

VOOT Kids

The most comprehensive kids' entertainment destination

Exclusive Kids Offering

voot
select

Voot Select

Subscription offering with **Originals** and International content

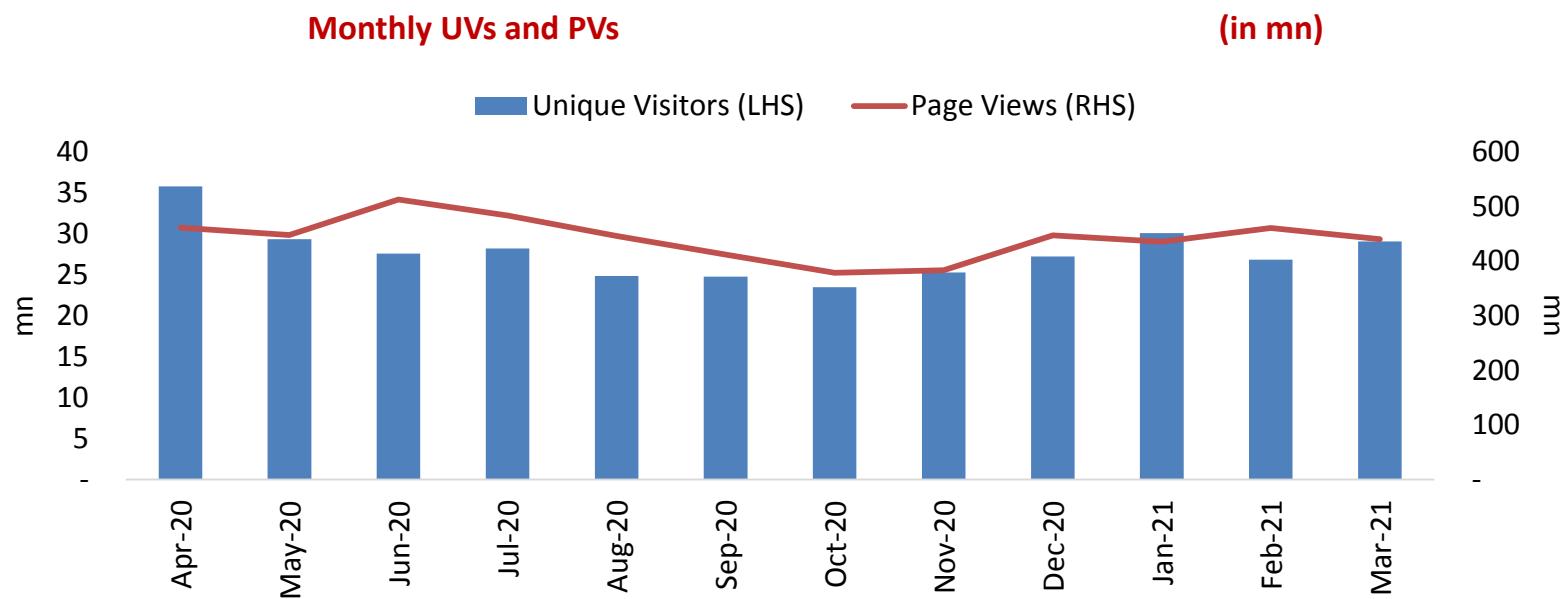
SVOD Offering

- Voot Select, the freemium entertainment offering, was launched in Mar'20 with live channels, digital-first broadcast content, and a discerning library of original content that has received audience acclaim.
- Voot Select the fastest growing Indian OTT to hit a landmark milestone of 1 Million Active Direct Paying Subscribers in <1 year of launch.
- With content available 24 Hours before TV, access to 24 Hours Live channel of Bigg Boss and producing pandemic-based fiction thriller series 'The Gone Game' – the first series in the category to be shot during the lockdown, Voot Select drove high engagement throughout the year.
- Award-winning line up of originals - Breakthrough series Asur (amongst the top 3 shows of 2020), Illegal, Raikar Case, Marzi, and Crackdown added to the diverse content experience.
- VOOT Kids app has received numerous awards and accolades including a gold for the best Digital Debut of the year at the Promax Digital Reinvent 2020.



MoneyControl (Business and Finance portal)

- Positioned as India's digital gateway to stocks, personal finance, financial investing and business news, Moneycontrol strives to stick to its credo – for the investor by the investor
- Moneycontrol attracts over 5 million unique visitors on desktop and over 21 million unique visitors on mobile. The Moneycontrol mobile app is the number one application amongst its finance/investing peers with approximately 5 million unique visitors, and having clocked > 5 million downloads.
- MC Pro, the behind-paywall offering launched in Apr-19, is the fastest growing product in its class. This also signals both a strong demand for premium financial news and tools, and an increasing willingness to pay.



Moneycontrol Pro - Webinars, Interviews, Global Content & ProMasters

Past

WEBINARS

Pro Masters Virtual - Webinars



Kalpen Parekh
President, DSP Investment Managers Pvt Ltd.

Why less people make more money while investing?

Discussion Points | 23K+ live audience

Personal Finance | Beginner | 90 Mins

Sunday, October 18 | 11AM

[Watch Recording](#)



Shubham Agarwal
CEO, Quantapp

Optimizing Returns from Trading Options assisted by Technical Analysis

Discussion Points | 19K+ live audience

Options Trading | Intermediate | 90 Mins

Friday, October 9 | 5:30PM

[Watch Recording](#)

moneycontrol PRO Interview Series

Get Insights from leading voices in India's Financial services domain

Consistent Compounder Interview Series

The Consistent Compounders Show

Episode 5



Saurabh Mukherjea
Chief Investment Officer, Marcellus Investment Managers

Sohini Andani

Fund Manager, SBI Mutual Fund

Guest



[Watch Episode](#)

[Watch Trailer](#)

Watch Ms. Sohini Andani offer insights into dissecting investment opportunities and maintaining portfolio risks

moneycontrol PRO Masters Virtual

A series of online summits featuring leaders and experts

Hi Pankaj..

Inter-Market Analysis

How Macro Factors Impact Market Direction?

Inter Market Analysis



Rohit Srivastava
Founder and Market Strategist, Indiacharts.com

Saturday, March 20 | 11AM



Add to Calendar

[Watch Webinar](#)

Tie Up with FT to increase global coverage for Pro subscribers

15:04 Financial Times

[Financial Times](#)

The myths behind the current stock market bubble

Central bank liquidity cannot support elevated valuations indefinitely

May 19, 12:50 | Source:Financial Times

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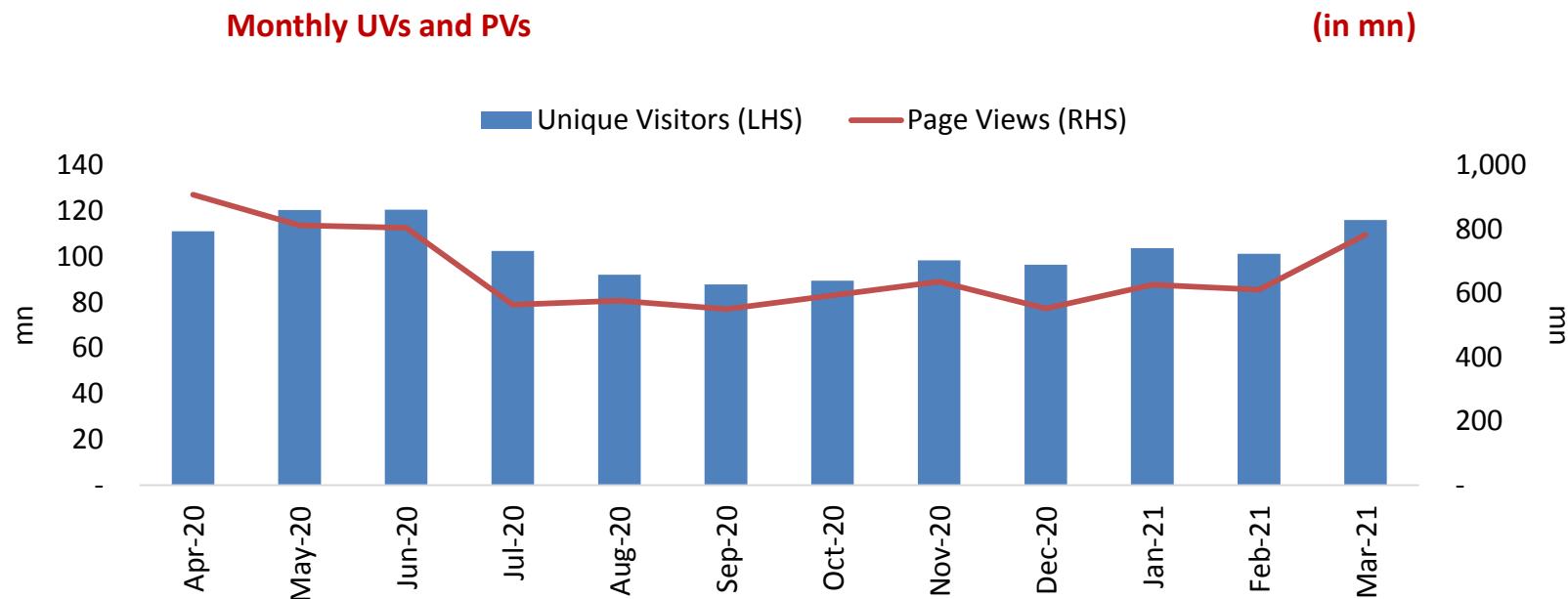
Financial Times



The legendary value investor Benjamin Graham once advised: "The habit of relating what is paid to what is offered is an invaluable trait in investment."

News18.com (Digital News in 13 languages)

- News 18 has emerged as one of most preferred digital news destinations in the country.
- News18.com (English+Languages) is now a strong #2 player in general news category; much ahead of the incumbents such as NDTV and India today and gradually closing the gap with the leader.
- News18 Languages is the #2 Vernacular News Destination on Mobile Web; on an aggregated basis it beats the likes of NavBharat Times, Aaj tak, Amar Ujala etc. It continues to see strong growth in viewership of over 27% over previous year with Industry leading engagement.



BROADCASTING

All viewership information is basis FY21 BARC data averages in the respective genres.

Network18 bouquet – Premium offering at class leading value



20 Channels for INR 25 pm



Business News



Key Demographics

Audience : NCCS 22+ AB Male, All India
Significant OOH Viewership across HIG
Business People in Metros

Audience : NCCS 22+ AB Male, HSM
Business Channel across Hindi Speaking
Markets

Competition

CNBC TV18 garnered 68.9% viewership –
more than double that of ET Now.

Aawaz garnered 53.% viewership & is No. 1
in its genre. Zee Business is the other
player.

Operating Metrics

We created and enjoy a strong position in the Business News Genre
~57.2% viewership share and over 75% market share in advertising****
Significant Out of Home Viewership (not captured by BARC) gives premium positioning
Positive leverage to equity markets, Events and IPs provide resilience

Launch Date

Launched in 1999
CNBC - Brand Licenser

Launched in 2005
CNBC - Brand Licenser

CNBCTV18.com, a digital extension of the channel, was launched in late FY18 as the companion website with the live video feed. CNBC Prime HD offers some additional international content.

General News



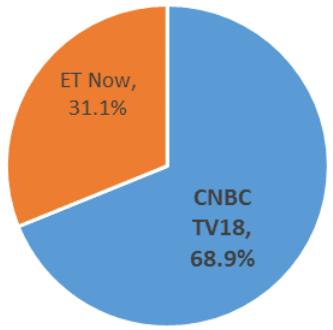
Key Demographics	<p>Audience : NCCS AB Male 22+, All India English News Channel, HIG</p>	<p>Audience : NCCS All 15+, HSM Hindi News Channel catering to the Masses of the Hindi Heartland</p>
Competition	<p>Market Split among the Big 4: Republic TV & Times Now are leaders, CNN News18 & India Today Television are the challengers</p>	<p>Highly Fragmented but substantially larger market compared to English News. Leading competitors in this genre are Aaj Tak, India TV, ABP News Zee News, Republic Bharat & TV9 Bharatvarsh</p>
Operating Metrics	<p>CNN-News18 was the #3 English General News channel with a 13.2% viewership share.</p>	<p>Leading Hindi News channel with 9.5% viewership share and strong brand recall for key programmes</p>
Launch Date	<p>Launched as CNN-IBN in December 2005; Re-launched as CNN-News18 in April 2016 CNN - Brand Licenser</p>	<p>Acquired in 2006 from Dainik Jagran Rebranded from Channel 7 to IBN7; Rebranded again from IBN7 to News18 India in Nov 2016</p>

National News : Viewership share – Business and General News

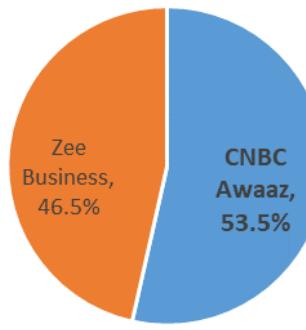
- Dominate the Business News niche through flagship CNBC TV18 and CNBC Awaaz
- Hindi channel the key driver of growth, lead by improving rank and genre-tailwinds

BUSINESS NEWS

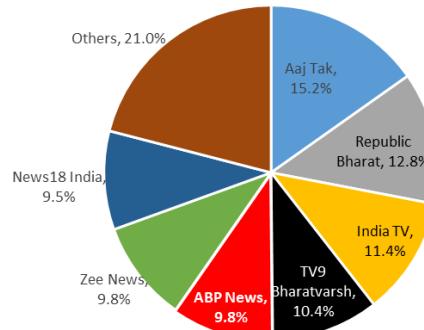
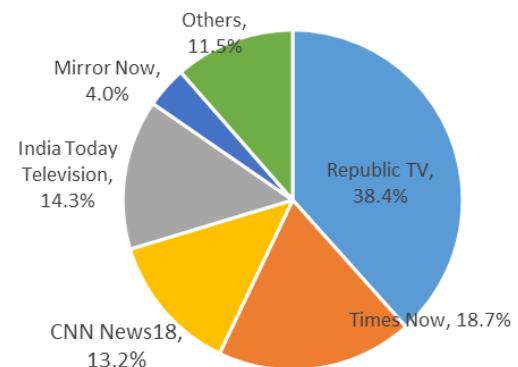
ENGLISH



HINDI



GENERAL NEWS

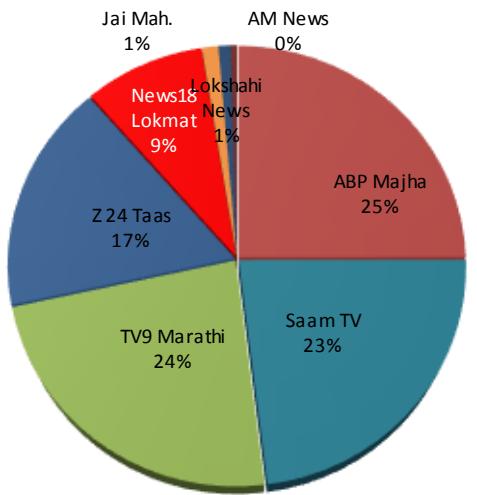


Regional News

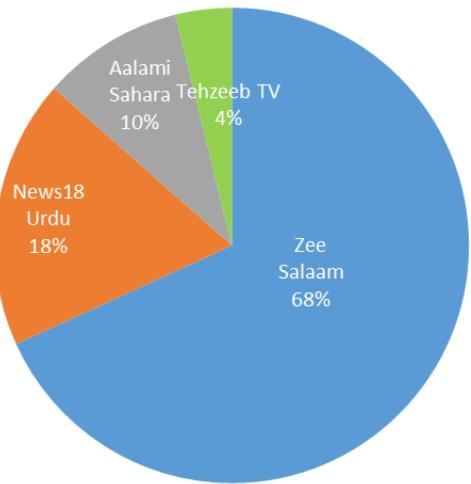
- 14 regional channels has reach ~40 crore viewers across India
- The regional cluster's share of overall TV News viewership is ~5%

							
Language	Marathi	Urdu	Hindi	Hindi	Hindi	Hindi	Hindi/Punjabi
Focus Markets	Maharashtra	All Urdu Speaking Markets	Rajasthan	Bihar Jharkhand	MP Chhattisgarh	UP Uttarakhand	Punjab, Haryana & Himachal P.
Launch date	2008	Aug 2001	Jan 2002	Jan 2002	Jan 2002	Jan 2002	Mar 2014 (* Apr 2017)
Other details	50:50 JV with Lokmat group	ETV branded Channels acquired from Eenadu group in January 2014. These mature channels typically are in the top 3 in respective markets.					
							
Language	Bangla	Kannada	Gujarati	Oriya	Malayalam	Assamese	Tamil
Focus Markets	West Bengal	Karnataka	Gujarat	Odisha	Kerala	Assam North-East	Tamil Nadu
Launch date	Mar 2014	Mar 2014	Jun 2014	May 2015	June 2016	June 2016	June 2016
Other details	Launched over FY16 – Q1FY17, initially under ETV brand. In various stages of ramp-up and gaining revenue traction.				Launched in FY17 directly under News18 brand; growing in stature and scaling up revenue		

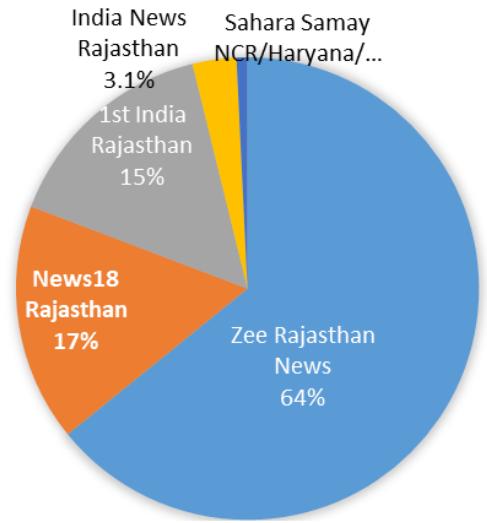
Regional News : Viewership share – Mature channels



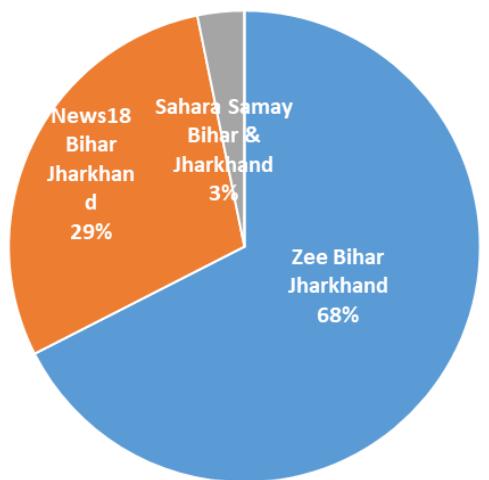
Maharashtra



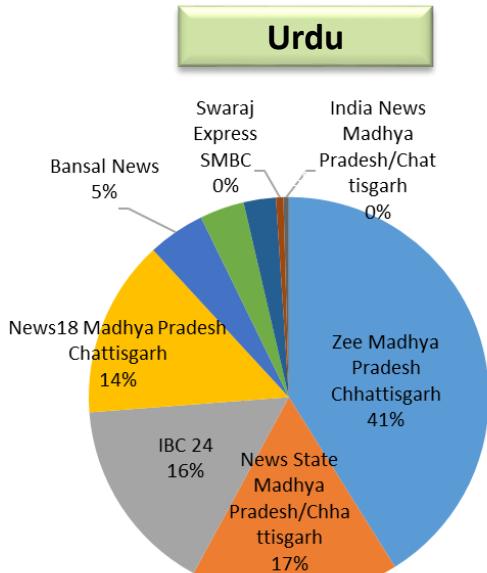
Urdu



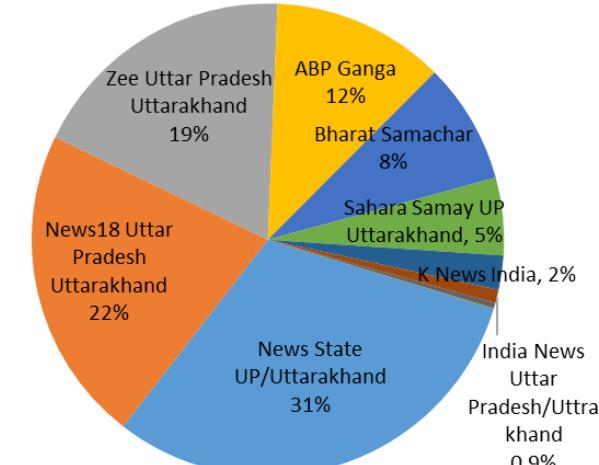
Rajasthan



Bihar/Jha.

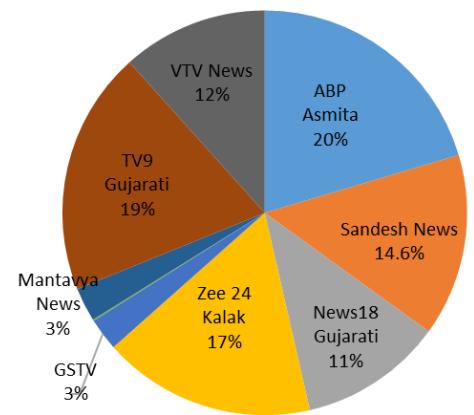
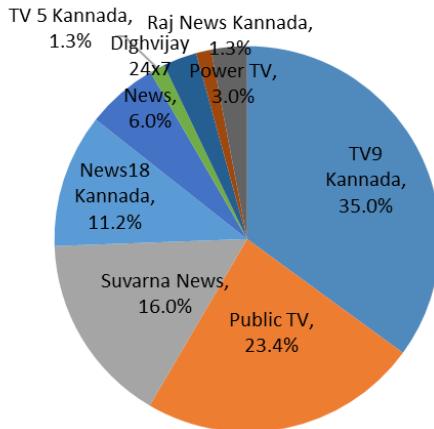
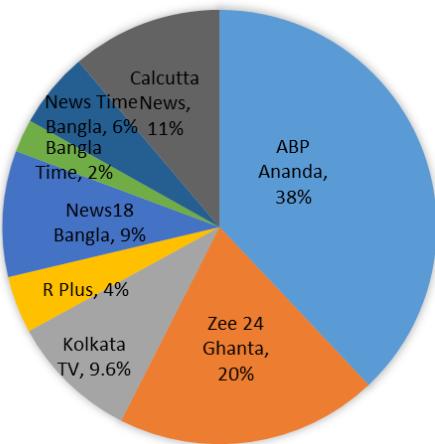
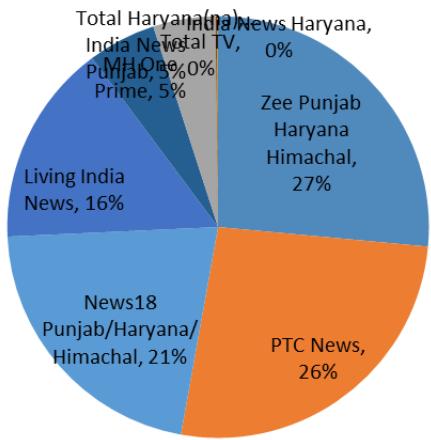


MP/Ch.

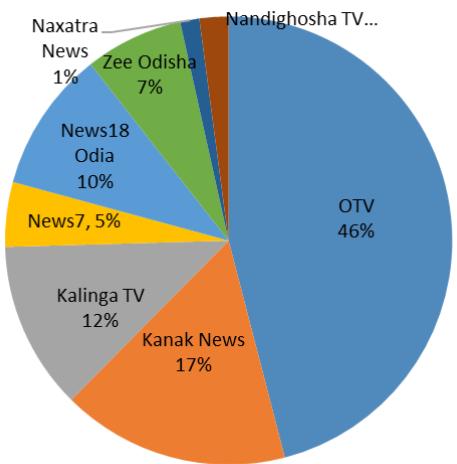


UP/Uttara.

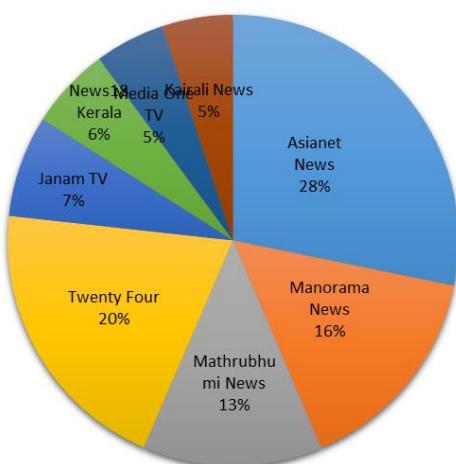
Regional News : Viewership share – Channels under ramp-up



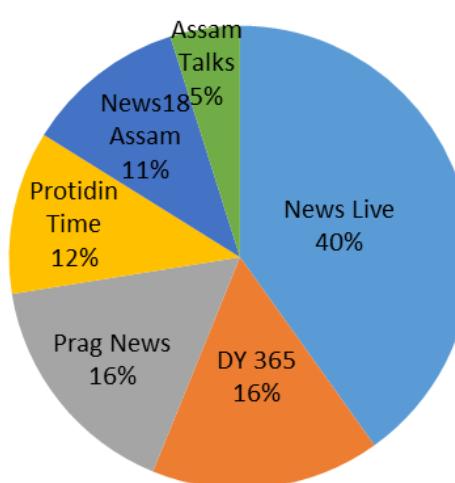
Punj/Har/HP



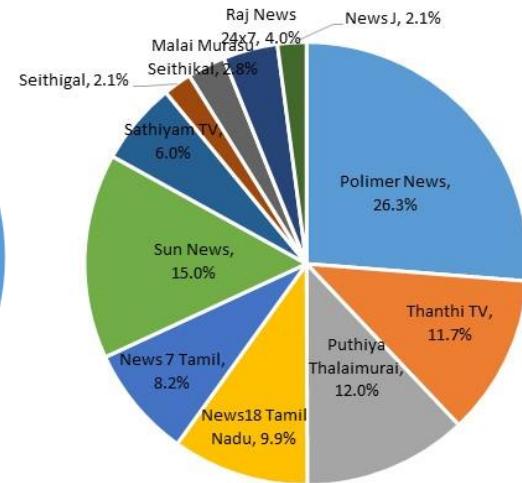
Bengal



Karnataka



Gujarat



Oriya

Malayalam

Assamese

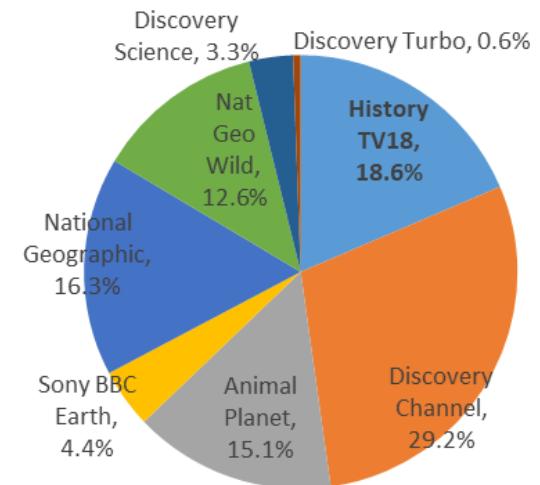
Tamil

Infotainment: Factual Entertainment

Key Demographics	NCCS 15+ AB
Competition	   <p>HISTORY TV18 is #2 in Factual Entertainment</p>
Content And Languages	<p>Action, Adventure, Thrill with a Layer of History English, Hindi, Tamil, Telugu</p>
Launch Date	<p>HISTORY TV18 launched in 2011</p>

Viewership share

- History TV18 was the #2 channel in its genre



Hindi Mass Entertainment Channels



Key Demographics

Audience: All India 2+, All NCCS, HSM
 Core TG: Female 15+, Mass Market

Key Competition



Programming

Mix of fiction, reality & movies. Flagship properties - Bigg Boss, Khatron ke Khiladi, Naagin, and Choti Sardarni

Primary Hindi movie channel of Viacom18

Channel with repeat programming from Colors

Hindi movie channel operating in the Free to Air Market

Launch Date

Launched in Jul'08. Star Plus, Sony & Zee TV launched pre-1995. Became #1 Hindi GEC within few weeks of launch

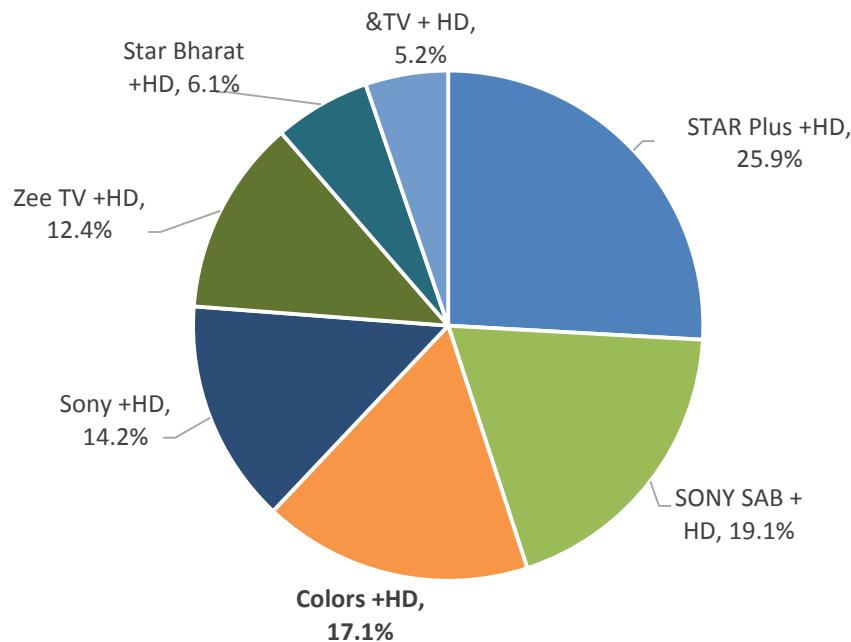
Launched in 2016

Launched in 2012
 Entered the DD Free-Dish platform in June 2020

Relaunched in June 2020

Hindi Mass Entertainment – General Entertainment Channels

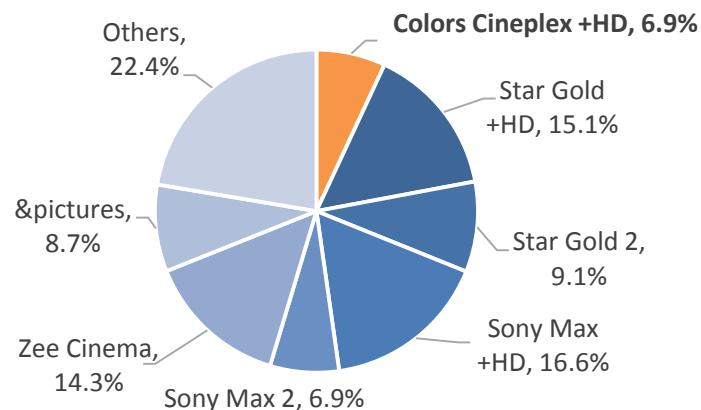
- Colors is amongst top primary GECs and constitutes ~17% market share
- It ranked No. 2 in all day prime-time within the Pay HGEC category amongst 15 yrs+ audiences
- The Bigg Boss Season Finale episode garnered **7.8 Mn impressions** (HSM Urban 2+), making it the highest rated non-fiction episode within the HGEC category for FY'21



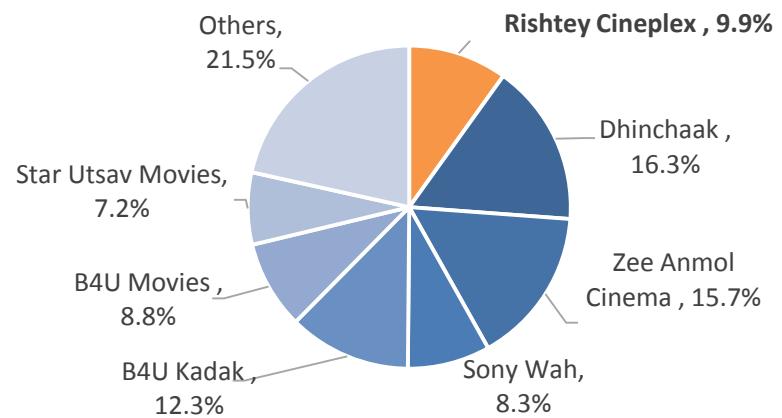
Hindi Mass Entertainment – Movie Channels



- Road Safety World Series Season 1, which was postponed due to the Pandemic, was restarted. The series was sampled by 137 Mn viewers in the HSM market.¹
- Channel reached another milestone with the WTP of Chhalang starring Rajkumar Rao & Nusrat Bharucha scheduled on Holi Day 29th Mar 2021 with tune in by 6.4 Mn viewers²



- Known as the 'Powerhouse of Holistic Movie Entertainment'- Rishtey Cineplex (Free to Air) was relaunched on 5th June 2020. Staying true to its brand promise 'Filmein Must Hai'
- 500+ robust movie library is available on DD Free dish and leading cable and DTH platforms



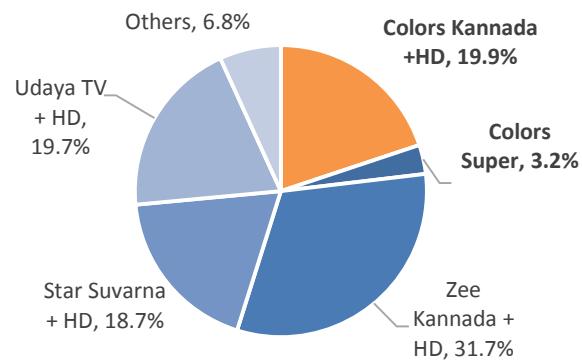
- Launched on 1st Apr'21, as a 24x7 movie channel. The channel is available across major DTH & cable platforms including Free Dish.
- A one-stop-shop for all the Bollywood enthusiasts and in line with its brand proposition of 'Hit Hai!', the channel will showcase commercial potboilers catering to viewers of all ages.

Regional Entertainment

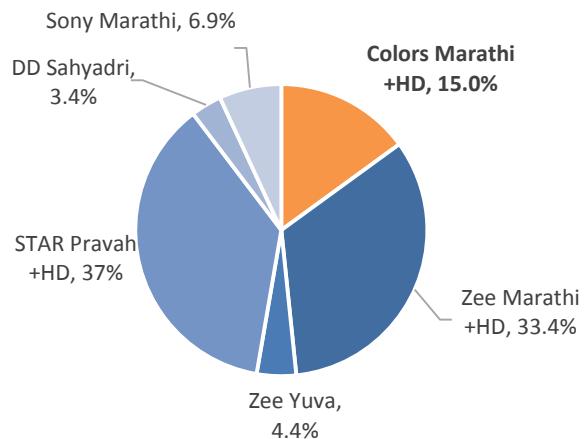
Overview										
Language	Bengali (GEC)	Bengali (Movie)	Marathi (GEC)	Kannada (GEC)	Kannada (GEC)	Kannada (Movie)	Gujarati (GEC)	Gujrati (Movie)	Oriya (GEC)	Tamil (GEC)
Penetration – Regional Market (Mn)	29	16	32	48	40	41	12	13	11	56
Overlap With Hindi	Medium	Medium	High	Low	Low	Low	Very High	Very High	Low	Low
Key Competitors	Star Jalsha, Zee Bangla	Star Jalsha Movies, Zee Bangla Cinema	Zee Marathi, Star Pravah	Udaya TV, Zee Kannada, Star Suvarna	Kasturi TV, Star Suvarna	Udaya Movies, Star Suvarna Plus	DD Girnar	-	Tarang TV, Sarthak TV	SUN TV, Star Vijay, Zee Tamil
Number Of Key Players	6	3	6	7	7	5	2	1	4	10

*Source: BARC | All India | NCCS 2+ | All days, 24 hours | Avg. Monthly Reach in Mn – Individuals FY21

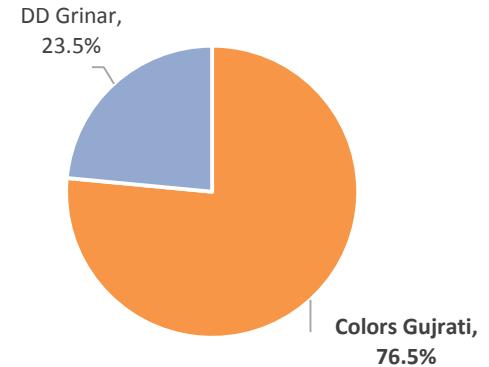
Regional GECs – Viewership share



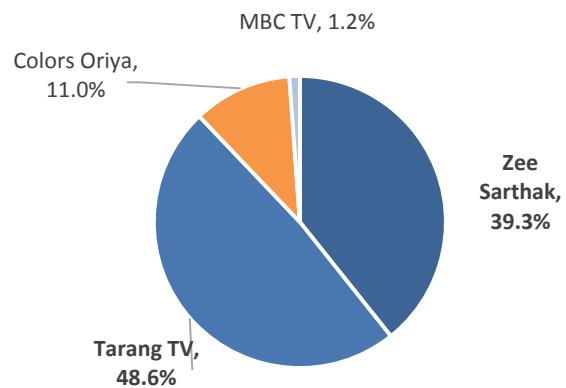
Karnataka



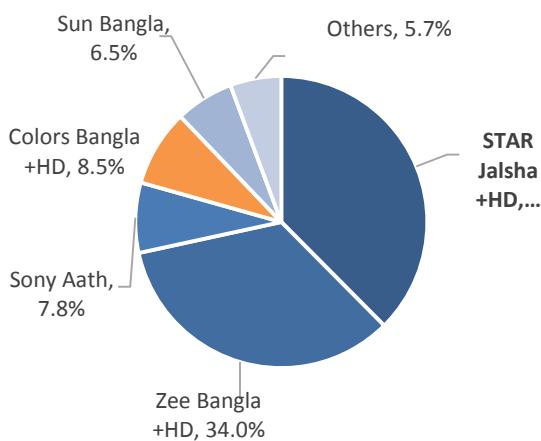
Maharashtra



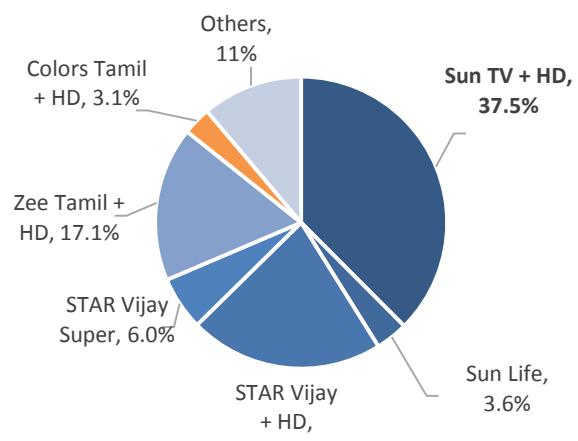
Gujarat



Odisha



Bengal



Tamil Nadu

Kids Genre

nickelodeon™

**nickelodeon
Sonic**

nick jr.™

nick HD+

Key Demographics And Positioning

Audience : Kids Between 2-14, NCCS ABC
“Playful and a Fun place for kids”

Audience : Kids Between 2-14, NCCS ABC
‘Home of toons focusing on friendships and pranks’

Audience: Preschoolers between 2-6 years, ABC
“Smart Place to play for your Jr”

Audience: Kids Between 2-14, NCCS ABC
“Home of the best international nickelodeon animated content”

Competition



Content And Languages

Focus on ‘Adventure Action and Humour’

Available in Hindi, Marathi, Gujrati, Bengali, Tamil, Telugu, Kannada and Malyalam

Focus on ‘various shades of camaraderie and comedy’

Available in Hindi, Marathi, Gujrati, Bengali, Tamil, Telugu, Kannada and Malyalam

Best Nickelodeon international and globally famous shows for preschoolers focusing on Edutainment available in English, Hindi

Focus on global shows from Nick International in HD available in English, Hindi,

Launch Date

Nick Launched in Oct-1999
 One of the Oldest Kids Offerings

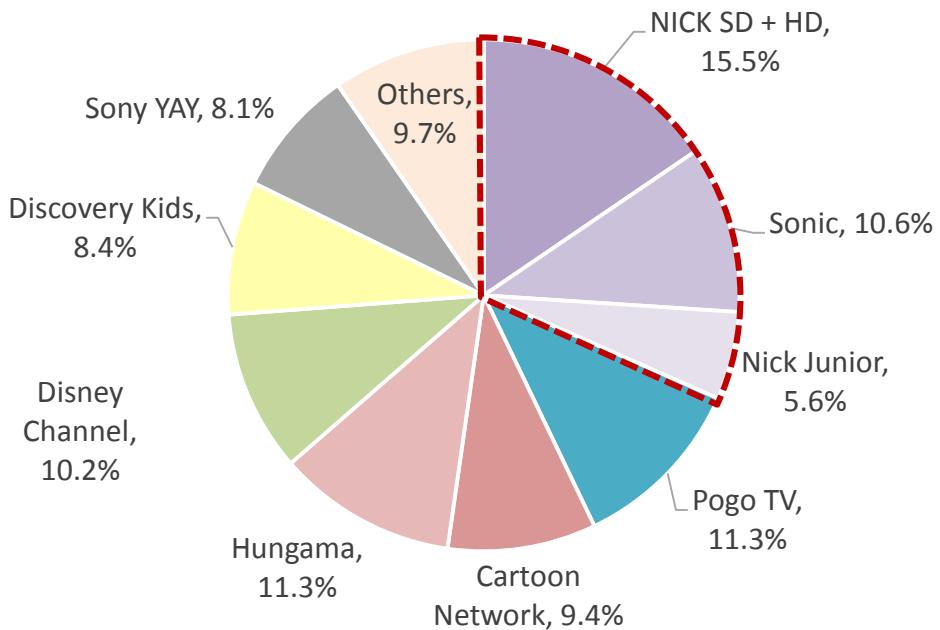
Launched in December 2011 with Akshay Kumar – Brand Ambassador

Launched in Nov-2012

Launched in Dec-2015

Kids Genre : Viewership share

- Viacom18 had ~32% viewership across its channels in FY21
- Nickelodeon a dominant leader, and enjoys the #1 rank in the Kids genre



Others: Chutti TV, Kushi TV, Disney Jr., Marvel HQ, Kochu TV, Chintu TV, Gubbare, Rongeen TV

*Source: BARC, All India, 2-14, NCCS ABC, FY21

Youth & Music



Key Demographics And Positioning

Audience: CS 15- 21, NCCS All, HSM

Audience: CS 15- 30, NCCS All, HSM
'Non-stop music ka one-stop channel'



Competition

Content

Focus on Music and Reality Shows like the iconic MTV Roadies, Splitsvilla
Multi Platform Engagement with Youth – Television, Digital, Mobile, Live Events and
Merchandise

Launch Date

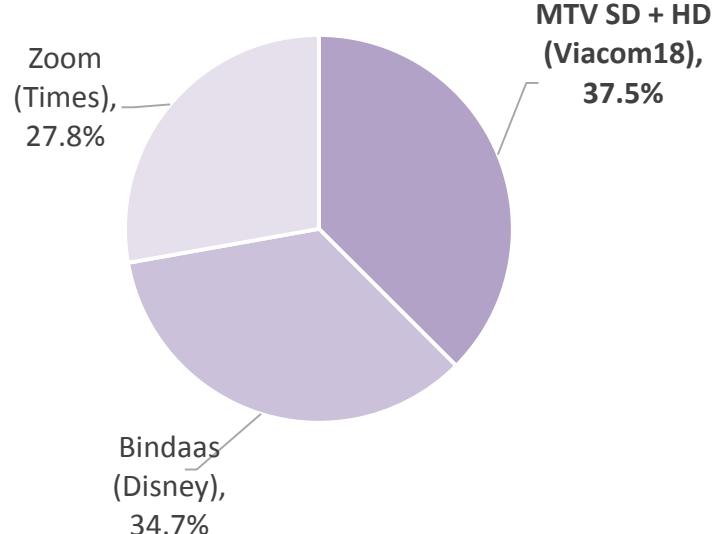
Launched in 1996
One of India's most enduring, loved and
rewarded Youth Brands*

Launched in 2017

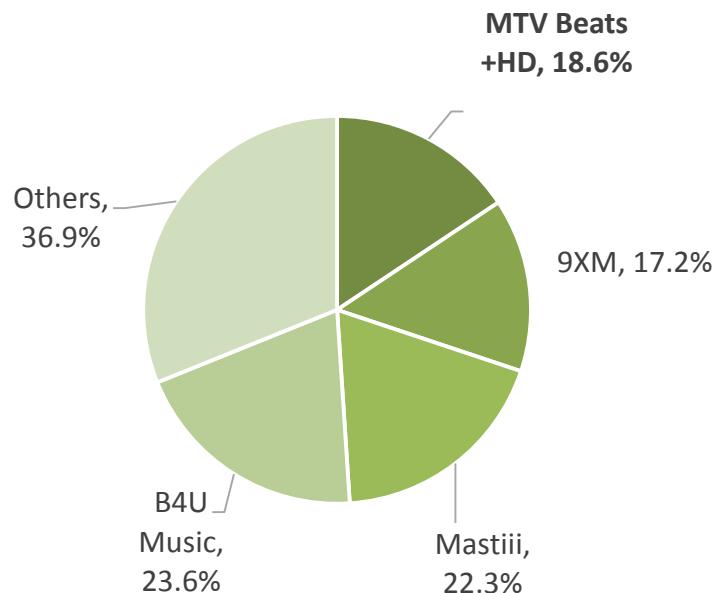
Youth & Music : Viewership share

- MTV is an iconic youth brand, which also enables merchandising and other non-display revenue opportunities. MTV India continues to have a strong ~38% viewership share.
- MTV Beats (24x7 Hindi Music) was launched in FY17, and has quickly garnered 19% viewership share, carving a niche in the cluttered space.

YOUTH



MUSIC



*Source: BARC, HSM Urban, 15-21, FY21

*Source: BARC HSM, 15-30, FY21

English Entertainment



Key Demographics

Audience: CS 15-40, NCCS AB, Mega Cities
(6 metros: Delhi, Mumbai, Kolkata, Bangalore, Hyderabad, Chennai)

Competition



Content And Positioning

International Music and Entertainment
Own 'English Music' in India

Comedy 360°
Own 'Funny' in India
'Your Happy Place'

Internationally acclaimed lineup that is Edgy, Contemporary & Gripping. 'New Horizon for English Entertainment'

Launch Date

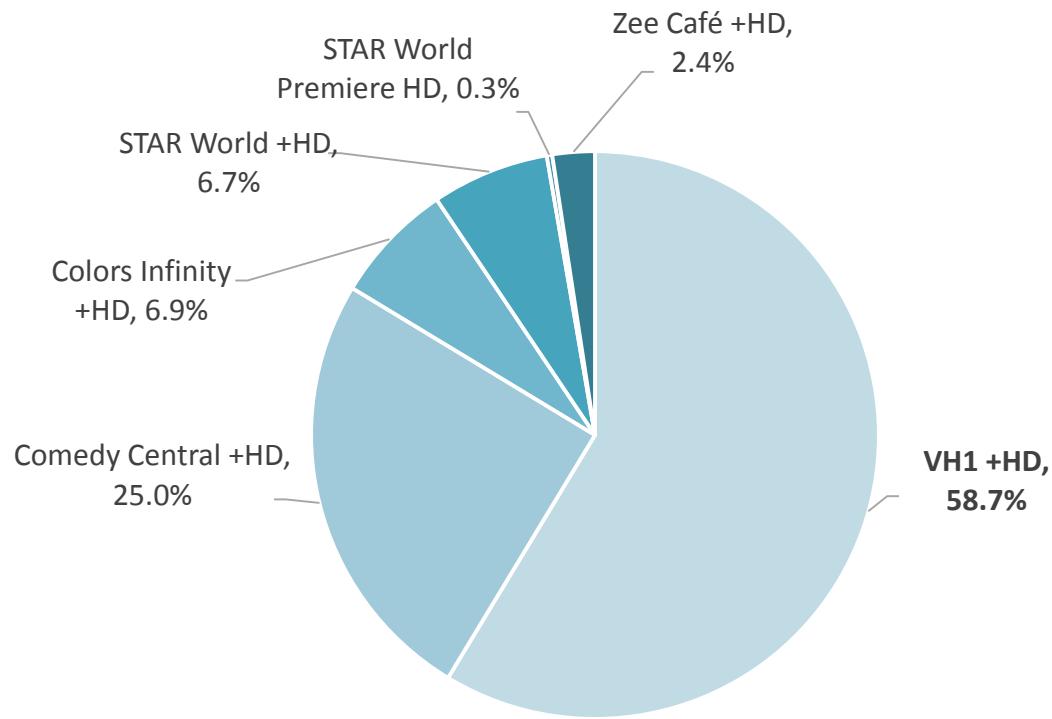
Launched in 2005

Launched in 2011

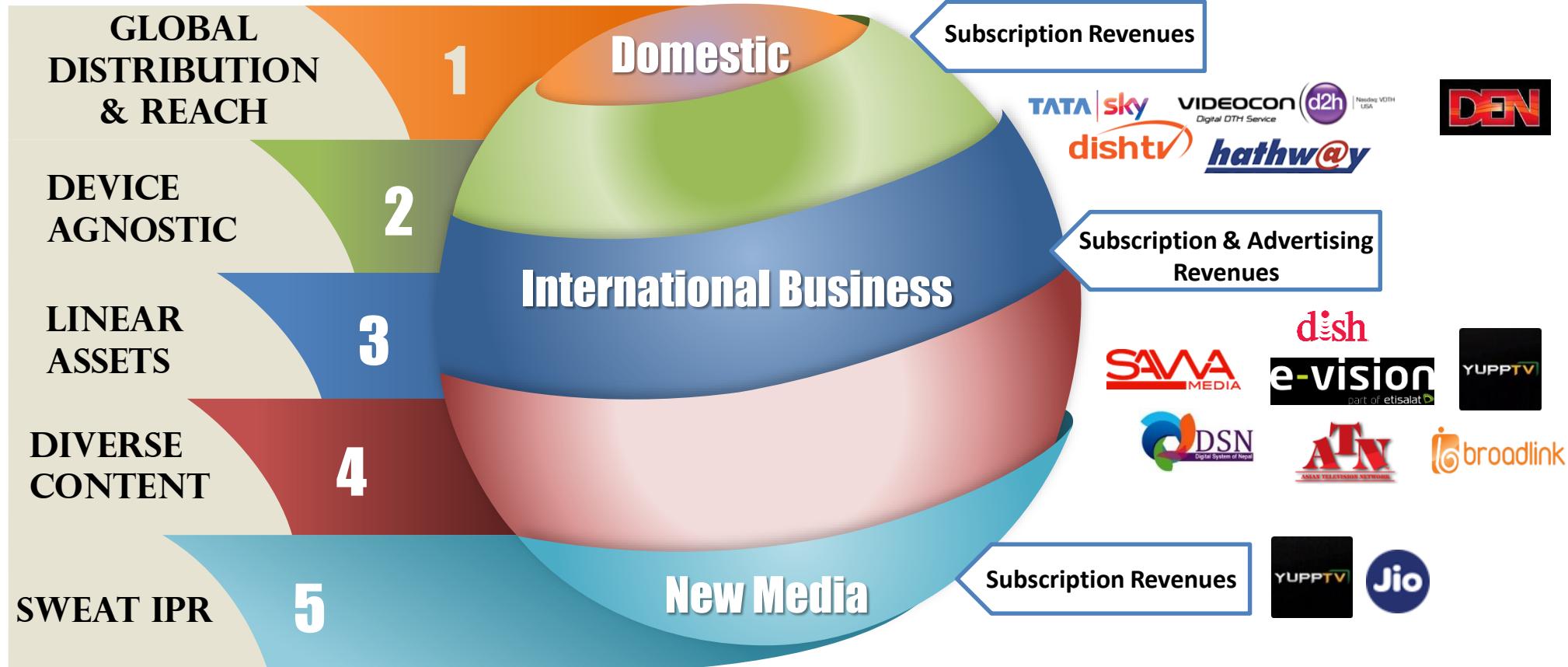
Launched in 2015

English Entertainment : Viewership share

- Viacom18's channels dominate the genre with ~91% combined market-share
- VH1 is a genre leader, led by its mix of Music and Entertainment content
- The genre is a niche, and is currently challenged by digital consumption



Indiacast – Content Distribution and Syndication

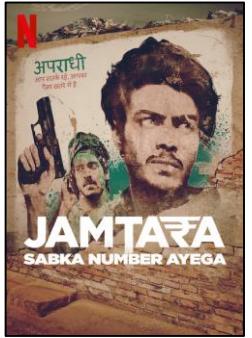
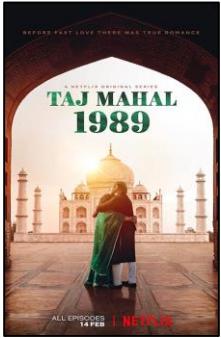


Maximize Revenue | Maximize Reach

OTHER BUSINESSES

Motion Pictures

Viacom18 Studios



Competition



Business

- Acquisition, production, syndication, marketing and distribution of full-length feature films within India and distribution of Indian films in several international markets
- It has a strategic alliance with Paramount Pictures to distribute and market its films in the Indian subcontinent
- Viacom18 Studios also forayed into digital content production through the digital brand 'Tipping Point'

Completed 10 years of Excellence

Viacom18 Studios completed 10 years of excellence in the industry and over this time has successfully produced and distributed 60 iconic Hindi and 28 clutter breaking regional films

Building Regional Portfolio

Expanded footprint into all 3 major South Indian markets – Telugu, Malayalam, and Tamil in addition to Punjabi in the North

Creating a Premium Digital Brand

- Telugu film 'Krishna and His Leela' released direct to OTT on Netflix.
- Tipping Point delivered another major web series, 'Ray', an adaptation of auteur Satyajit Ray's short stories, as part of its output deal with Netflix.

Consumer Products & Integrated Network Solutions

Consumer Products

Viacom18 Consumer Products is a significant player in the ever-growing consumer products space with its diverse portfolio.

We created some marquee online partnerships with Flipkart, Amazon, Hamleys while also collaborating for the ONLY x Sponge Bob association in youth fashion Apparel's segment & Reliance Trends x Peanuts in the apparels segment. The year also saw us partnering with brands like Souled Store, Caratlane, RedWolf, Localitee, TeeStory while executing the 2nd edition of Peppa Plays Cricket in September'2020 by partnering with Hamleys & Nick Jr leading to increased engagement and growth in revenues.



Integrated Network Solutions

LIVE provides creative ways of bringing together brands and modern consumers through unforgettable live experiences and original branded content.



BookMyShow (Entertainment ticketing & Live events)

- India's leading entertainment ticketing and live event platform
- Defines the entertainment-ticketing market-segment of e-commerce in India

RESILIENT AND RESURGENT

- Thrived through multiple challenging times across 20 years; by maintaining a conservative approach and mindfulness of unit economics
- Controlled losses despite pandemic impact, as platform business does not have fixed costs
- Well-funded, with a strong balance sheet and committed long-term investors
- Many peers companies have scaled down/pulled out from movie ticketing

DIVERSIFYING BUSINESS

- Impetus into events (sports, live events, stand-up comedy, experiential tours, etc)
- Forayed into content (movie database and ratings, video and radio-style audio content)
- Entered management of cinema F&B through integrations with cinemas
- Launched platform in Indonesia (full-fledged), UAE and Sri Lanka (cricket)
- Launched TVOD platform BookMyShow stream – witnessed early success with films like “Zack Snyder’s Justice league” and “Tenet” that were not available on other platforms

Poised for turnaround as soon as pandemic constraints on theatres/venues reduce

Vision and Strategy

We aim to be a channel-agnostic provider of top-drawer content. Our strategy is to be present in all key market-segments where we believe profitable growth is possible in the medium-term. The vision is to consolidate our position as India's top media house with unparalleled reach, and touch the lives of Indians across geographies and genres.

NEWS

- National : Grow flagships ahead of market and maintain leadership positions
- Regional : Drive bouquet profitability through viewership and efficiency gains
- Create non-display properties (events, awards, etc) which can drive outperformance

ENTERTAINMENT

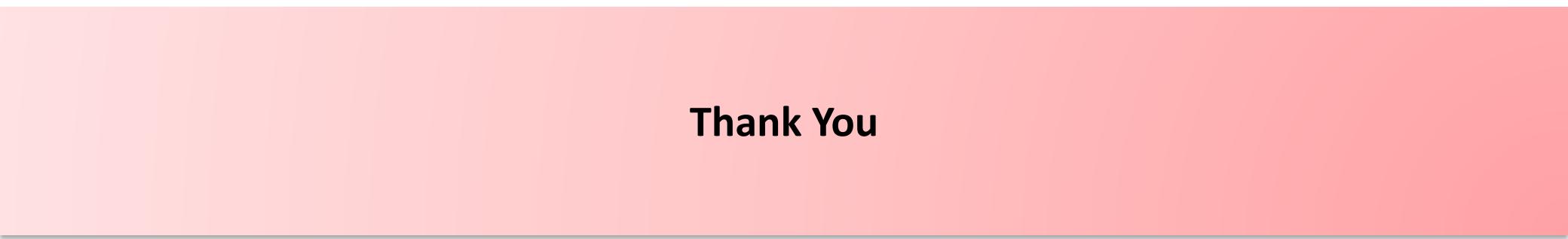
- Monetize premium positioning and viewership traction of flagship channels
- Enter into more regional markets and incubate segmented offerings
- Create alternate revenue streams (OTT, Experiential, Merchandise)

DIGITAL CONTENT

- Emerge as the top digital cluster in the country, and leverage network synergies
- Extend brands into segments which have a coherence with existing content
- Drive engagement through marrying vernacular content with digital delivery

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