

CEO'S MESSAGE

Dear Shareholders,

At the centre of our growth story lies a simple yet powerful promise.



Punit Goenka

*Chief Executive Officer
Zee Entertainment Enterprises Limited*

A promise to create enduring value and strengthen the trust that defines our relationship with each one of you, our precious shareholders. This promise is anchored in our belief system of 'Yours Truly', that embodies clarity of intent, honest ambition and higher transparency. This belief system guided your Company's transformation during the year, into a future-ready global content and technology powerhouse, encompassing quality content offerings across platforms backed by cutting-edge technology. Your Company's transformation enabled it to further activate strategic growth-oriented steps in order to strengthen its foundation for the future. For us, every little step counts and we are witnessing tangible results of these actions.

STRENGTHENING THE FOUNDATION

For your Company, FY26 was one of calibrated investments into the business to unlock more robust growth avenues. The investments were optimally structured to help us build future-ready capabilities and enhance our creative quotient to offer compelling and purposeful entertainment. During the year, your Company continued to recognise the shifts that are changing the contours of the Media & Entertainment industry. As a result, we implemented action-oriented steps to further strengthen our content strategy, achieve profitability in the digital business and build a more robust monetisation engine.

Let me give you an insight into the efforts undertaken to strengthen the core of your Company. We further sharpened our content offerings, enabling us to be present across every consumer touchpoint. We leveraged our strength across languages to create compelling entertainment content and delightful consumer experiences in both the linear and digital segments. We also fortified our movies and music businesses, further establishing a distinct positioning across the entertainment valuechain.

During the year, we ensured a sharper focus on disciplined and prudent investments across the business. The cost optimisation efforts to drive operational efficiencies have further enabled us to support our long-term growth ambitions. This empowers us to scale with clear intent year-on-year. In order to appropriately capitalise on the opportunities arising from a converged entertainment ecosystem, we envisioned a new advertisement revenue team architecture during



the fiscal. The enhanced team structure empowers the leaders to leverage the synergies within our diversified portfolio, to offer holistic value to partners and unlock newer monetisation pathways.

PERFORMANCE SNAPSHOT

During the year, we continued to translate our capabilities into tangible business outcomes, by embracing a language-focussed strategic approach for our digital entertainment platform ZEE5. I am pleased to share that this approach backed by a compelling content slate and rich user experience enabled ZEE5 to attain profitability. This marks a defining moment in our journey to build a truly home-grown, value-accretive digital business for the world. ZEE5 continues to fortify its slate by collaborating with leading creators for originals and movies.

In the linear segment, the new content strategy implemented across channels enabled us to accrue higher viewership gains and achieve a network share exceeding 18%. The business also navigated a soft advertising environment, driven by reduced spends from key categories. That said, the implementation of New Tariff Order (NTO) 3.0 provided partial support through subscription revenue growth, that was aligned with inflation.

In the music segment, Zee Music Company reinforced its leadership position as one of India's largest music publishers, expanding its reach to ~176 million subscribers with a rich catalogue of over 20,000 songs across 22 languages. Today, Zee Music Company has emerged as a marquee label that attracts the best of film and non-film music artists from the industry.

Your Company also undertook efforts to enhance its movies business. We have firmly positioned Zee Studios as a pan-India film studio offering a quality cinematic experience across languages. During the year, we invested significant energies to build a compelling slate of offerings for the year to come.

Our omni-channel strategy continued to deliver scale, enabling us to reach over 800 million monthly unique viewers across the Nation. This strongly reaffirms that the strategic efforts undertaken by your Company are yielding results and positioning us to capitalise on evolving consumer preferences and emerging growth opportunities.

We took significant efforts to enhance the transparency levels to ensure that all of you are

well-informed of your Company's progress. Our robust policies and processes better enable us to nurture a disciplined financial path for the future. As a result, even amidst the uncertain geo-political environment that continues to impact the macro-economic sentiment, your Company remains resilient. We continue to dedicate considerable time and energy to plan appropriately for the future and ensure your Company faces minimal impact from any external economic conditions.

PROGRESS WITH PURPOSE

For your Company, meaningful progress in its growth journey is determined by the number of hearts we touch through the experiences we deliver across platforms, and the number of lives we change through concerted actions across communities. Targeted Corporate Social Responsibility interventions have enabled your Company to continue making a positive difference to innumerable lives across vulnerable communities. I am also proud to share that we marked a significant jump in Environmental, Social, Governance (ESG) performance compared to the previous fiscal, which placed your Company amongst the top 5% in the Media, Movies and Entertainment sector globally, in the S&P Corporate Sustainability Assessment (CSA) 2025.

Your Company remains committed towards building a responsible ecosystem, by addressing the climate-related impact associated with its operations. During the year, your Company developed a comprehensive Climate Change Strategy encompassing a decarbonisation roadmap, energy audits across pan-India office locations and a climate risk assessment to strengthen climate resilience and overall sustainability performance. ESG assessments were also conducted across our shoot locations to promote responsible operational practices and mitigate potential risks associated with production activities. We firmly believe that entertainment content yields immense power to spread happiness and bring people together in numerous ways, and your Company remains guided by its purpose ***to enrich the lives of people around the world, by creating extraordinary moments, which celebrate the power of optimism and togetherness.***

TRANSFORMING STRENGTH TO SCALE

At a macro level, the M&E sector is growing in high single digits, outpacing the nominal Gross Domestic Product (GDP) per capita after a subdued phase over the last two years. The growth is being led by new-age segments such as digital media, gaming, animation and VFX. In order to truly scale your Company as a leading

content and technology powerhouse, we are building a furthermore diversified portfolio that reimagines the breadth of our business and captures a higher share of the attention economy. We are investing towards establishing new growth engines across emerging, high-potential segments such as micro dramas, kids content and live entertainment.

In order to enhance our content creation capabilities across genres like kids, mythology and fantasy, your Company has inked a strategic partnership with the Oscar-winning Animation and VFX studio PhantomFX. We believe the partnership will enable your Company to create richer intellectual properties in the animated content segment, that is witnessing exponential growth across the Nation.

In line with its strategic growth aspirations, your Company has also expanded its presence in the sports business with the launch of four dedicated sports channels under the Unite8 Sports umbrella. Our aim is to build a sustainable sports ecosystem across the Nation, by driving higher engagement through marquee properties and uplifting sports through purposeful on-ground initiatives. Your Company is taking the required efforts to elevate football by nurturing the young talent across the Country and driving higher appeal for domestic and international properties. In line with this approach, your Company is building a compelling sports destination and has secured the rights of key global sporting events including Fédération Internationale de Football Association (FIFA), the German football league Bundesliga and the Italian football league Serie A, in addition to its existing offerings. Going forward, we firmly believe that these new segments will accelerate growth for your Company, and complement the overall portfolio to drive stronger cross-synergies. By seamlessly integrating scale with innovation and our rich legacy with new growth opportunities, we are positioning your Company to fortify its competitive advantage in the evolving ecosystem.

NURTURING THE HUMAN CAPITAL

We remain intrigued and excited for the opportunities that tomorrow will present and we are strategically well-positioned to capitalise on the same. Your Company continues to nurture the pioneering and entrepreneurial spirit that has guided it for over three decades, which further gives us the confidence that the investments being made in the business, will yield visible results across all performance metrics. The entrepreneurial spirit is deeply embedded

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within our culture and imbibed by our valuable Human Capital as co-owners of our precious institution. In fact, this expression is brought alive everyday through the determination that the team displays in solving challenges, the pride it showcases in sharing innovative ideas, the joy it reflects in collaboration and the accountability it takes in every task. This growth-centric mindset is truly enabling your Company to drive meaningful progress. I am grateful to you, our esteemed shareholders, for recognising the contributions and enabling us to align your aspirations for this institution with the growth journey of our Human Capital through the implementation of the ***'Truly Yours'*** Employee Stock Option Plan.

We are eternally grateful to each one of you, for placing your valuable trust in this institution. We will continue to take every required effort to further enhance this trust and ensure the growth drivers seeded in, accrue higher returns. As we look ahead, our promise to you is clear. We will build more enduring connections with our consumers across the globe. Every screen, every entertainment touchpoint will continue to resound with stories from your Company. We will always bring alive the rich, colourful traditions and heritage of our Nation through compelling narratives and unique experiences, because we are delivering much more than a promise, we are signing our name to it!

Yours Truly,

PUNIT GOENKA