

OUR STRATEGY

'Z's strategy is focussed on building a future-ready content and technology ecosystem. We are sharpening our content choices, expanding our presence across platforms, investing in newer growth segments, unlocking greater value from IP and strengthening the operating discipline needed to scale sustainably.



Strategic priority

1

SHARPENING CONTENT AND IP CREATION ACROSS FORMATS AND LANGUAGES

STRATEGY OVERVIEW

- Build a sharper content engine across linear, digital, films, and music
- Strengthen relevance across Hindi, other languages and international markets
- Create content and IP that can travel across screens, formats and monetisation windows
- Balance established audience franchises with experimentation in newer formats and genres

ACTION TAKEN IN FY26

- Refreshed content slates across linear and digital businesses
- Strengthened audience insight-led content development through consumer immersions, market visits and structured feedback
- Recalibrated select programming with fresher narratives designed to broaden audience appeal
- Reinforced ZEE5's multilingual proposition through refreshed brand positioning and language-led content strategy
- Continued disciplined acquisition and creation of film, non-film, music and sports IP

FY27 PLAN

- Build content universes anchored in the aspirations of New India
- Protect the core audience while adding younger, male and digitally-native viewers
- Expand originals, exclusives, animation, reality formats, short-form and language-first digital content
- Invest selectively in premium Indian cinema and high-consumption music markets
- Build sports IPs that combine regional relevance with scalable audience appeal

Strategic priority

2

SCALING AN OMNI-
PLATFORM AUDIENCE
ECOSYSTEM

STRATEGY OVERVIEW

- Treat every content asset as a multi-platform opportunity
- Build reach across television, ZEE5, FAST, CTV, social media, YouTube, syndication, cinemas and global platforms
- Strengthen the bridge between linear and digital consumption
- Package content in platform-specific ways to improve discovery, engagement and monetisation

ACTION TAKEN IN FY26

- Advanced the omni-platform approach across select content properties
- Strengthened ZEE5 windowing, sampling and subscriber-led content access
- Expanded reach across CTV, FAST and smart-device ecosystems
- Renewed and expanded key distribution partnerships across international markets
- Used cross-platform promotion across television, digital, films, music and live sports

FY27 PLAN

- Scale the omni-platform model across more content properties
- Deepen ZEE5's language-market strategy through local relevance, differentiated pricing and flexible packs
- Expand FAST, CTV, FTA and hyperlocal offerings where they improve reach, engagement and monetisation
- Build stronger conversion pathways across linear, digital, social and global platforms
- Use sports, films and music as cross-platform engagement engines

Strategic priority

3

INVESTING IN HIGH-
GROWTH AUDIENCE
SEGMENTS AND FORMATS

STRATEGY OVERVIEW

- Invest in audience segments and formats with long-term growth potential
- Build relevance among children, young viewers, regional audiences, connected-TV households and global South Asian audiences
- Enter newer formats where 'Z' can combine content, distribution and monetisation strength
- Use regional and cultural depth as a growth advantage

ACTION TAKEN IN FY26

- Entered the kids segment through KidZ
- Entered micro-content through Bullet
- Strengthened focus on other languages, especially in the South Indian markets
- Expanded local content and co-productions in international markets
- Built a broader sports portfolio across regional sports, football, kabaddi and emerging formats

FY27 PLAN

- Expand KidZ through originals, exclusives, edutainment and games
- Build micro-content as a scalable new format
- Strengthen language-led OTT growth across priority markets
- Scale local IPs and co-productions across international territories
- Explore regional and state-level sports leagues, along with original sports IPs
- Deepen music presence in high-consumption markets, while expanding reach among the global Indian diaspora

Strategic priority

4

UNLOCKING GREATER
VALUE FROM IP AND
CONTENT MONETISATION

STRATEGY OVERVIEW

- Monetise content beyond first-run consumption
- Unlock value from 'Z's content library, new IP and cross-platform ecosystem
- Use syndication, brand integrations, FAST, music licensing, social, events, sports and international distribution as complementary revenue surfaces
- Preserve flexibility for long-term monetisation across platforms and markets

ACTION TAKEN IN FY26

- Pursued selective syndication deals across platforms and geographies, while avoiding restrictive exclusivity
- Strengthened brand-led monetisation through integrations, in-content advertising, influencer collaborations and social amplification
- Launched Z Immerse as a dedicated vertical focussed on developing original IPs
- Used Zee Studios' integrated model to monetise film IP across theatrical, television, digital and music windows
- Leveraged music, sports and digital inventory as monetisable assets across platforms and markets

FY27 PLAN

- Design monetisation earlier into the content lifecycle
- Scale brand integrations, non-fiction properties, ground-connect initiatives and omni-platform revenue models
- Expand the advertiser and client base across newer content genres and audience cohorts
- Pursue FAST monetisation, vertical content syndication and inflight entertainment opportunities more aggressively
- Strengthen monetisation across music, sports, social platforms, regional markets and diaspora audiences
- Deliver integrated advertising solutions across linear, FAST, AVOD, social and on-ground activations

Strategic priority

5

STRENGTHENING
TECHNOLOGY-LED
OPERATING DISCIPLINE

STRATEGY OVERVIEW

- Use technology, data and operating rigour to improve speed, decision-making and return
- Strengthen feedback loops between content, distribution, consumer behaviour and monetisation
- Improve platform experience, advertising effectiveness and fan engagement across digital, CTV, FAST and sports
- Balance growth investments with cost discipline and sharper execution

ACTION TAKEN IN FY26

- Re-engineered content operating processes to improve speed, creative alignment and campaign impact
- Strengthened insight-led decision-making through consumer immersions and market feedback
- Improved digital platform journeys, packaging, pricing and subscription models
- Expanded technology-led sports engagement through interactive and second-screen experiences
- Increased focus on direct relationships, in-house monetisation and sharper pricing across key markets

FY27 PLAN

- Build stronger data-led content, distribution and advertising capabilities
- Use year-round launchpad marketing to improve conversion during high-intent moments
- Improve subscriber retention, ARPU and acquisition efficiency across digital platforms
- Accelerate direct and in-house ad sales to improve yield and control
- Expanding to animation, leveraging VFX, AI, etc.
- Scale interactive sports experiences and real-time fan engagement
- Maintain disciplined capital allocation while investing in future-facing growth areas