



INVESTOR DAY

March 26 2018





SKY

INTRODUCTION



JOHN FELLET

CEO



SKY

STRATEGY



GEORGE MACFARLANE
DIRECTOR OF STRATEGY

SKY

SKY DOES NOT NEED TO BECOME A TELCO TO SUCCEED



vodafone

- ▶ **SCALE**
- ▶ **BRAND**
- ▶ **GLOBAL EXPERTISE**
- ▶ **MOBILE ASSETS**

SKY DOES NOT NEED TO BECOME A TELCO TO SUCCEED



vodafone

- ▶ SCALE
- ▶ BRAND
- ▶ GLOBAL EXPERTISE
- ▶ MOBILE ASSETS

**FIXED LINE MARKET
IS CHALLENGING**

- ▶ COMPETITIVE
- ▶ LOW MARGIN
- ▶ LOW BARRIERS TO ENTRY



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PARTNERING MODEL IS PREFERRED


- ▶ EFFECTIVE DISTRIBUTION CHANNEL
- ▶ SEGMENTATION EXPERTS
- ▶ NEED RELEVANT PRODUCTS FROM SKY





SKY

PAY TV



OUR STRATEGY

**WORLD CLASS CONTENT THAT
MATTERS**

**UNDERSTANDING OUR
CUSTOMERS AND DELIVERING
GREAT EXPERIENCES**

**MULTIPLE PROPOSITIONS AND
PRICES**



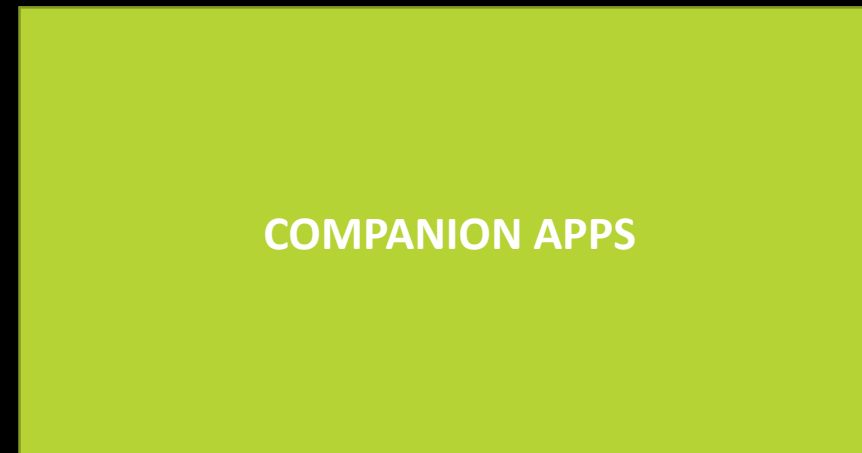
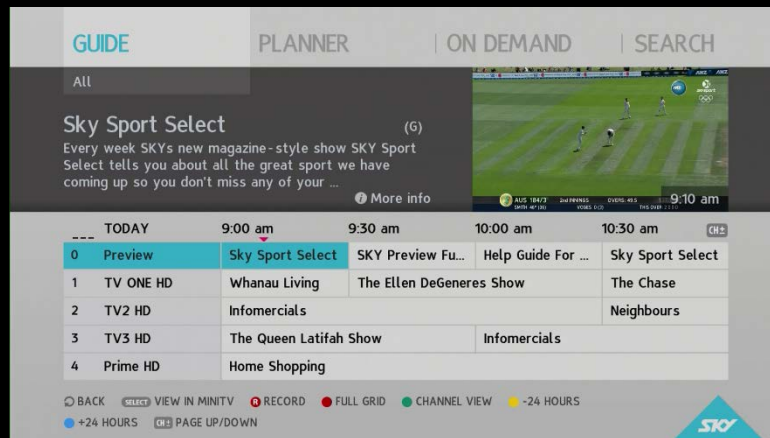
**STABILISE CORE
EARNINGS**

**ADD PROFITABLE
INCREMENTAL
CUSTOMERS**

**TRANSITION TO
VOD CENTRIC
WORLD**



AN UPDATED EXPERIENCE FOR CUSTOMERS



- ▶ **LINEAR CENTRIC**
- ▶ **REQUIRES SATELLITE**
- ▶ **GRID BASED**
- ▶ **SKY CONTENT ONLY**
- ▶ **GLOBAL RECOMMENDATIONS**

- ▶ **ONDEMAND CENTRIC**
- ▶ **SATELLITE OR IP BASED**
- ▶ **IMAGE BASED**
- ▶ **SKY + 3RD PARTY CONTENT**
- ▶ **PERSONALISED RECOMMENDATIONS**

The Sky logo, consisting of the word "SKY" in a stylized, italicized font, is positioned inside a yellow triangle on the left side of the slide.

CISCO IVP GIVES ACCESS TO SCALE AND PUTS SKY AT FRONT



CISCO – EXPERIENCE GLOBAL ORGANISATION SUPPORTING MILLIONS OF STB'S

SKY ABLE TO MOVE FROM FAST FOLLOWER TO LAUNCHING AT SAME TIME AS OTHER CISCO CUSTOMERS

MORE CONTENT → MORE CHOICE → **MORE WORK** CONTENT DISCOVERY MATTERS MORE THAN EVER



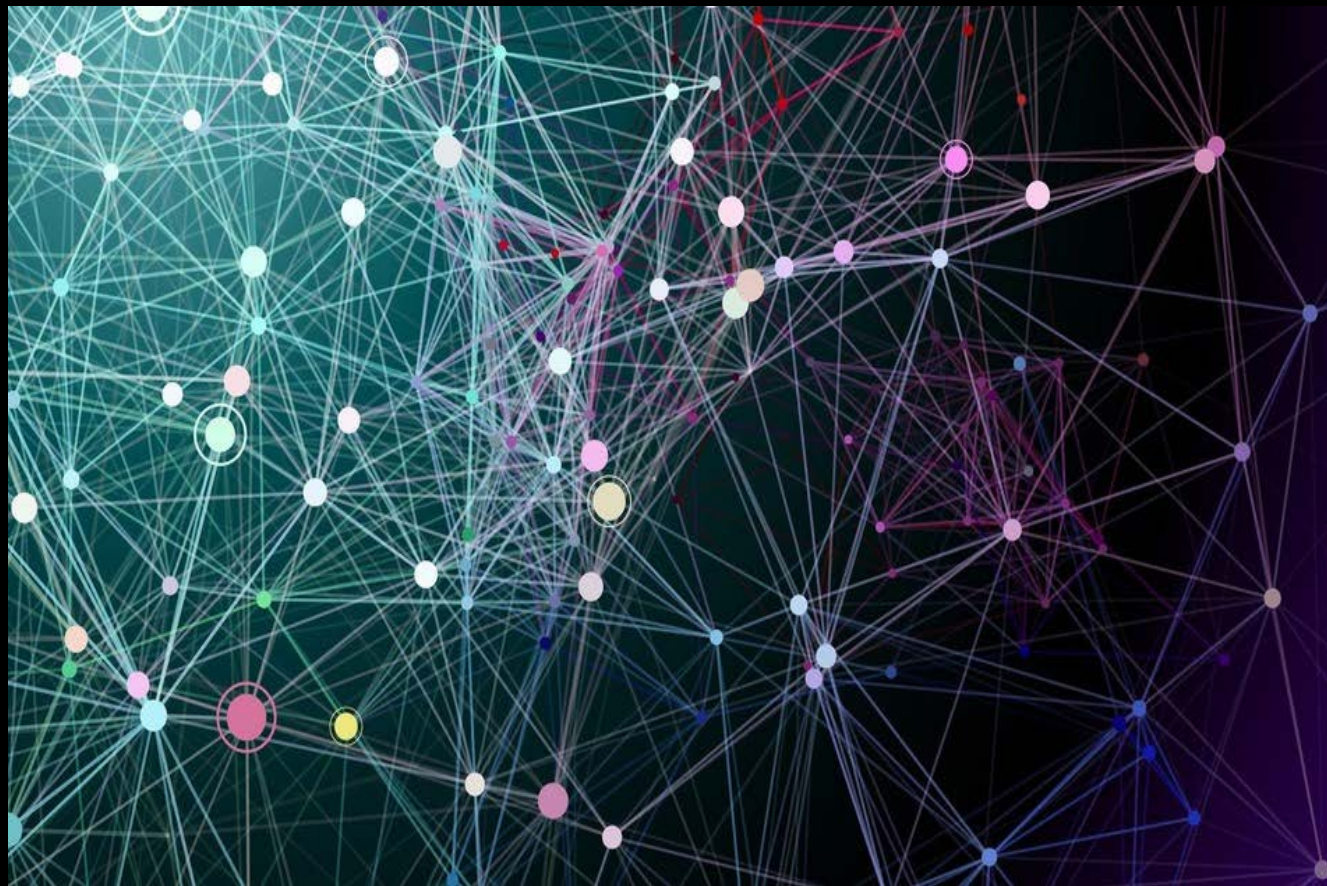
ONDEMAND content puts more choice in the customer's hands at the same time.

The job for pay TV platforms is to help customers easily find something good to watch.

Its more than a recommendation engine.

Data and our understanding of a customers relationship with different content will be a differentiator.

DATA ENABLES PERSONALISED EXPERIENCES



Able to collect viewing from nearly 300k STB's

Helps business decisions but will also unlock Recommendations and Content Discovery

Big data can lead to little choices

Relevant personalised experiences will create differentiation

OUR TECHNOLOGY PLATFORMS WILL LET US SERVE **THE ENTIRE MARKET**

CURRENT OFFER

- ▶ Linear Centric supported by PVR – DIY ON DEMAND
- ▶ Satellite – No Internet required
- ▶ Grid UI

SATELLITE RENEWAL ▶ HIGH RESILIENCE FOR “SLOW” INTERNET CUSTOMERS

UPGRADED STB

- ▶ Linear and OnDemand blend with PVR
- ▶ Satellite with some internet required
- ▶ Image based UI
- ▶ Opt In
- ▶ Can support new higher Spec STB (4k | 3rd Party services)

EXTEND USEFULNESS OF RECENT STB PURCHASES

IP ONLY STB

- ▶ Flexible hardware – Linear and OD blend or OD led service
- ▶ Fibre delivery (no satellite)
- ▶ Cloud PVR or no PVR
- ▶ Image based UI

LOW COST STB AND INSTALL

ABLE TO TARGET OTHER “NON TRADITIONAL” SEGMENTS

APP ONLY

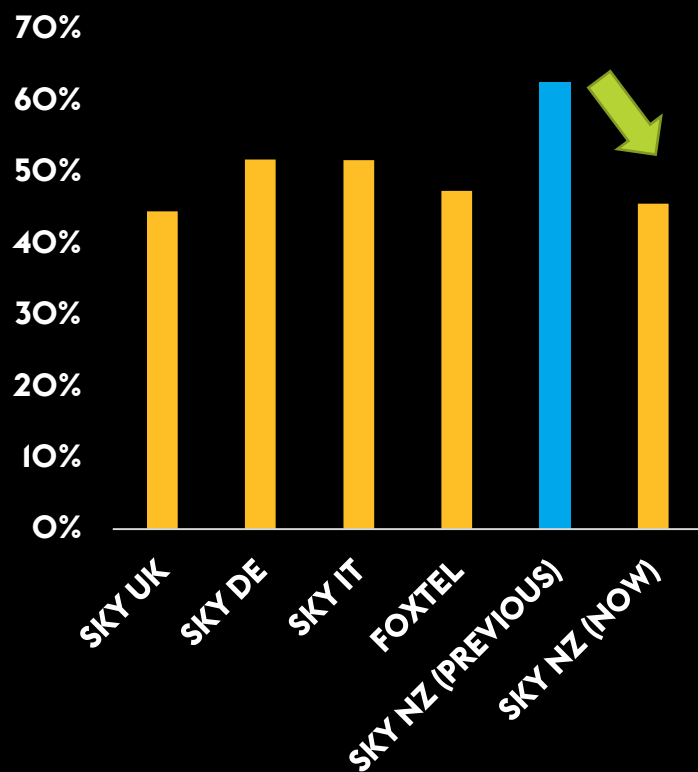
- ▶ ONDEMAND led
- ▶ No STB
- ▶ OTT Delivery



WITH PRICING PLAYING A KEY PART OF THE VALUE EQUATION

RECENT PRICE CHANGE SOLVED FOR "ACCESS TO SPORT"

ENTRY PRICE AS % OF SPORT + "ENTRY"



AND PREMIUM DRAMA

| OPERATOR | "GAME OF THRONES" CHANNEL | PACKAGE |
|----------------|---------------------------|--|
| SKY UK | SKY ATLANTIC | ENTRY TIER |
| FOXTEL | SHOWCASE | DRAMA PACK |
| SKY (PREVIOUS) | SOHO | STANDALONE CHANNEL |
| SKY (NOW) | SOHO | BUNDLED WITH STARTER + ENT + 1 PREMIUM |

NEW PRICE POINTS TO CONTINUE OUR GROWTH IN OTT



- ▶ Premium GE and Movies content – HBO, Showtime, Disney
- ▶ Access to SKY's best Entertainment content for under \$20

LOWER PRICED: TV ONLY PACK



- ▶ High contribution due to fixed nature of sports costs
- ▶ Easy for customers to understand with highly differentiated content
- ▶ Easy for customers to purchase and set up for large sporting events of preferred sporting seasons

LOWER PRICED: MOBILE ONLY



CONTENT IS STILL KING. WE CONTINUE TO SEEK EXCLUSIVE ACCESS TO THE CONTENT KIWIS TALK ABOUT

We will place a premium on content that holds it head high in a world where customers are overloaded with choice and short on time.

SPORTS

**BLOCKBUSTER
MOVIES**

**PREMIUM
DRAMA**

- Seek exclusivity
- Work with the best – SANZAR, NRL, HBO, SHOWTIME, DISNEY
- Always seek to secure relevant digital rights



**WE CAN SUMMARISE OUR AMBITION WITH OUR
WINNING PROPOSITION**

**WE WILL WIN BY ENRICHING OUR CUSTOMERS' LIVES WITH AN
EXCLUSIVE WORLD CLASS SPORTS AND ENTERTAINMENT OFFERING**

**THROUGH UNDERSTANDING OUR CUSTOMERS, WE'LL ALWAYS HELP
THEM FIND SOMETHING GREAT TO WATCH**

**AND OUR CONTENT AND EXPERIENCES WILL BE AVAILABLE TO ALL
KIWIS THROUGH OUR RANGE OF PRODUCTS AND PRICING.**



A FOCUS ON **SIMPLIFICATION AND EFFECTIVENESS**

- ▶ **SKY NOT KNOWN FOR ITS LARGE SIZE**
- ▶ **OPPORTUNITIES TO SIMPLIFY PROCESSES AND BETTER UTILISE OUR ASSETS DO EXIST**
- ▶ **A FOCUSED EFFORT ON SIMPLIFYING OUR BUSINESS IS BEING CARRIED OUT**
- ▶ **AGILE METHODOLOGIES TO REDUCE TIME AND COST TO DELIVER NEW CUSTOMER EXPERIENCES**



THE CUSTOMER

MIKE WATSON
DIRECTOR OF MARKETING

HOW WERE THESE SEGMENTS FORMED?

Generated insights by triangulating three data sources

ETHNOGRAPHIC

Video diaries and in-home depth interviews of 30 New Zealanders

ATTITUDINAL

Survey of 7,500 subscribers and 2,500 non-subscribers

TRANSACTIONAL

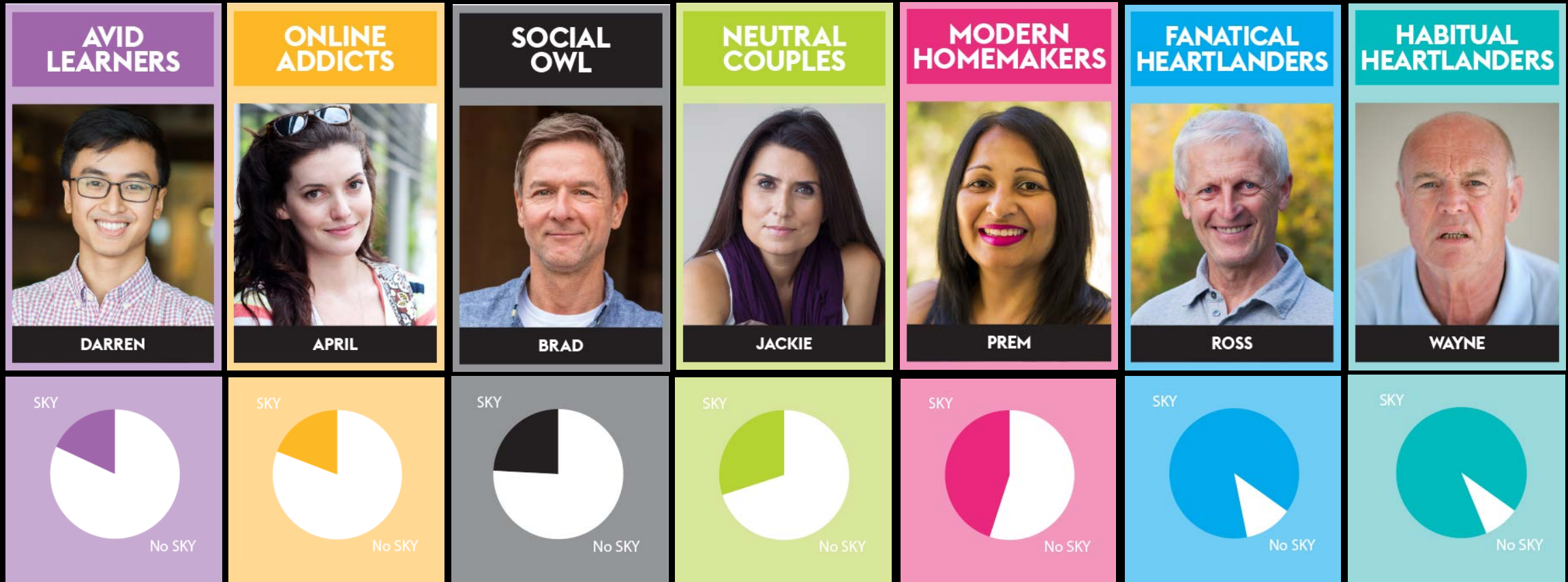
Viewing data from a sample of 20,000 set top boxes

Cluster analysis
within a Bayesian
belief network

(a machine learning technique)

Dependent variable was value of viewing

THE SEVEN SEGMENTS



GROW



RETAIN



DARREN

“I view to develop new skills, follow my curiosity”

AVID LEARNERS

Wisdom

Explore
Learn

How to videos or series



APRIL

“I’m online a lot. I like to be the first to see trending shows and binge on my favourites”

ONLINE ADDICTS

Fun, Freedom

Develop identity
Connect with friends
Social currency

Must watch the latest episode of Game of Thrones online as soon as it comes out



BRAD

“I don’t have much time for viewing video, I prefer to spend time with others”

SOCIAL OWL

Compassion

Share stories with friends - belong

A British drama that friends recommend and follow



JACKIE

“I enjoy a little bit of everything, nothing too ‘out there’ though”

NEUTRAL COUPLES

Determination

Connect with each other

Date night
Movie or binge on a series



PREM

“I enjoy viewing as a family and some me-time when I can squeeze it in”

MODERN HOMEMAKERS

Togetherness

Enjoy family
Create time
Escape, reconnect with themselves

Saturday family movie night
Reality TV binge



ROSS

“I enjoy sport, my recorded shows and catch up online too”

FANATICAL HEARTLANDERS

Achievement

Excite
Relax (unwind)

Host friends for a big live sporting event
Escape with some sport alone



WAYNE

“I enjoy traditional TV, my regular shows most days, sport & the news”

HABITUAL HEARTLANDERS

Integrity

Re-connect with others
Maintain identity (nostalgia)

Enjoy a big live sporting event alone
An afternoon of classic detective movies

BELIEFS

NEEDS

VALUED VIEWING EXPERIENCE

HOW CAN WE USE THESE SEGMENTS?

FANATICAL HEARTLANDERS



ROSS

“I enjoy sport, my recorded shows and catch up online too”

”

STRATEGY - RETAIN

Fanatical Heartlanders prefer subscription models and love the experience of big screen live sport.

They are high ARPU and have residual goodwill towards MY SKY and the SKY brand.

Generally mid-life Fanatical Heartlanders enjoy control and some power, but would like to have this reflected back by SKY demonstrating that they are highly valued.

Desirable product features in the future

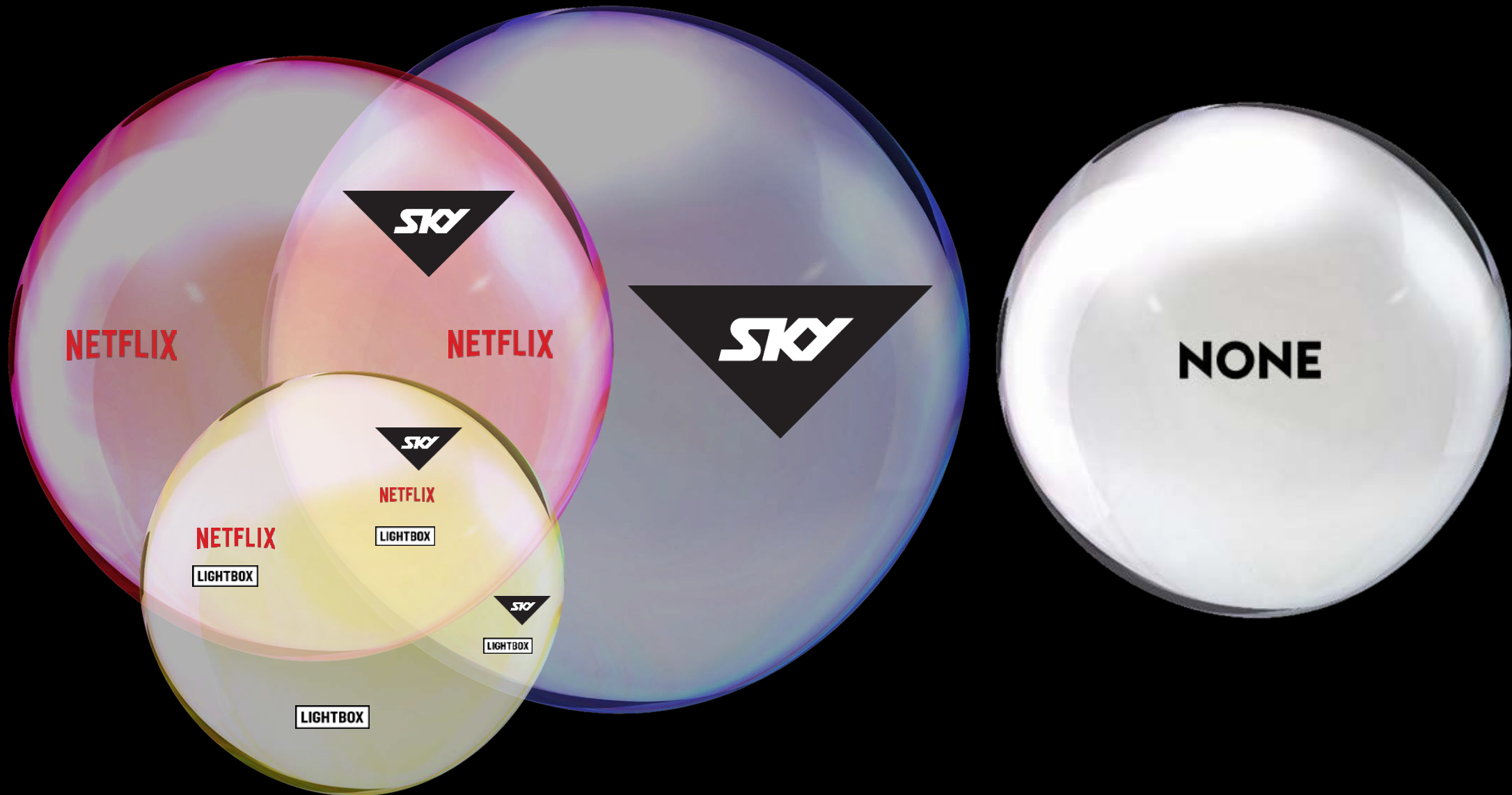
- Deeper immersion – ultra high definition

Desirable Content

- Live sport

| | |
|----------------------------------|--|
| BELIEFS | Achievement |
| NEEDS | Excite Relax (unwind) |
| VALUED VIEWING EXPERIENCE | Host friends for a big live sporting event Escape with some sport alone |

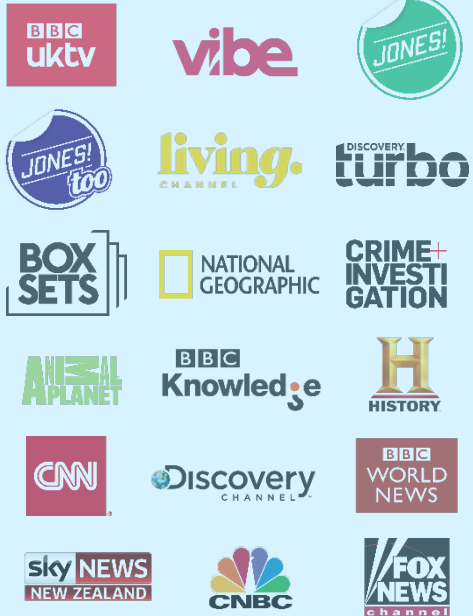
SKY/NETFLIX/LIGHTBOX



NEW SKY PRICING

SKY ENTERTAINMENT

\$25



SKY SPORT

\$29.90



SKY MOVIES

\$20.93



BONUS:
SELECT SKY ENTERTAINMENT + SKY SPORT AND/OR SKY MOVIES AND GET

SoHo

~~\$9.99~~

SKY STARTER \$24.91



The Sky logo is positioned inside a lime green triangle on the left side of the slide.

INFINITE VIDEO PLATFORM (IVP)

JULIAN WHEELER

**CHIEF PRODUCT
& TECHNOLOGY OFFICER**



THE OPPORTUNITY

- ▶ VARIETY OF ENTERTAINMENT CHOICES FOR USERS
- ▶ CUSTOMERS SOMETIMES SUBSCRIBE TO MULTIPLE SERVICES TO SATISFY THEIR VIEWING NEEDS

TVNZ OnDemand

NETFLIX

mediaworks
TV | RADIO | INTERACTIVE



LIGHTBOX

+HR=E

- ▶ SKY HAS THE BEST CONTENT IN MARKET
- ▶ VIEWING EXPERIENCE ACCOUNTS FOR 66% OF CUSTOMER SENTIMENT
- ▶ NEED A GREAT SOLUTION FOR CONTENT DISCOVERY AND TO SHOWCASE THE BEST CONTENT

- ▶ DEVELOP PROPOSITIONS TO MEET CHANGING CUSTOMER SEGMENT NEEDS
- ▶ NEED TO PROTECT AND GROW SUBSCRIBER BASE



DIMENSIONS OF A PRODUCT

- ▶ **MULTIPLE VARIABLES TO CONSIDER WHEN DEFINING A PRODUCT**
- ▶ **BE CONSCIOUS OF THESE VARIABLES AND TARGET SEGMENT NEEDS**

Premium **PRICE** Low cost



Big bundles **CONTENT AND PACKAGES** Targeted bundles



Mostly linear **HOW PEOPLE VIEW** Mostly ON DEMAND



Big screen lean back **DEVICES AVAILABLE** Device flexibility



Premium, all include **SERVICES MODEL** Affordable, digital first





SKY'S **NEXT GEN** CUSTOMER PROMISE



**ON DEMAND CENTRIC
APPROACH**

**COMPANION APP
HOME SCREEN**

**SUPERIOR USER
EXPERIENCE AND
CONTENT**

SKY'S **NEXT GEN** CUSTOMER PROMISE



**FLUID VIEWING
THROUGH
THE CLOUD**



**MOBILITY – WATCH
WHAT YOU WANT,
WHEN YOU WANT**

SKY

SKY'S **NEXT GEN** CUSTOMER PROMISE



**PORTABLE LOYALTY
THROUGH FLEXIBILITY OF
DEVICES**



**SKY AS A CONTENT
NAVIGATOR**

SKY

SKY'S **NEXT GEN** CUSTOMER PROMISE



**SAFETY NET OF
TRADITIONAL TV**



**FLEXIBILITY OF
PAYMENT MODELS**

The Sky logo is positioned at the top center of the page, enclosed within a downward-pointing lime green triangle.

WHAT IS IVP?



THE OPPORTUNITY

USER EXPERIENCE

“Showcase SKY’s content”

- ▶ Modern and image rich UI showcasing SKY content
- ▶ Consistent experience across devices
- ▶ Fluid viewing – pause and resume content from one device to another
- ▶ Recommendations based on household and customer base viewing

DEVICES

“Use the best technology”

- ▶ Multiple primary devices to appeal to different segments
- ▶ PREMIUM SKY – Premium experience delivered on IP-only Puck, Next-Gen or Kaon STBs
- ▶ NON-SKY – Low cost offering on IP-only Puck
- ▶ As-an-app proposition

PACKAGES

“Offer more flexibility”

- ▶ Continue to offer SKY premium tier packages as today
- ▶ Also offer lower cost packages of SKY content targeting key segments
- ▶ Month-to-month commitments on lower cost offerings

1.

USER

EXPERIENCE

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IVP – A MODERN AND IMAGE-RICH USER EXPERIENCE





IVP – A MODERN AND IMAGE-RICH USER EXPERIENCE

SAMPLE UI SCREENS. NOT FINAL

HOME SCREEN

Home screen

TV SHOWS SCREEN

TV Shows screen

MY LIBRARY

My library (recordings, continue watching)

LINEAR TV

Linear TV – Now Next Banner

MORE INFO

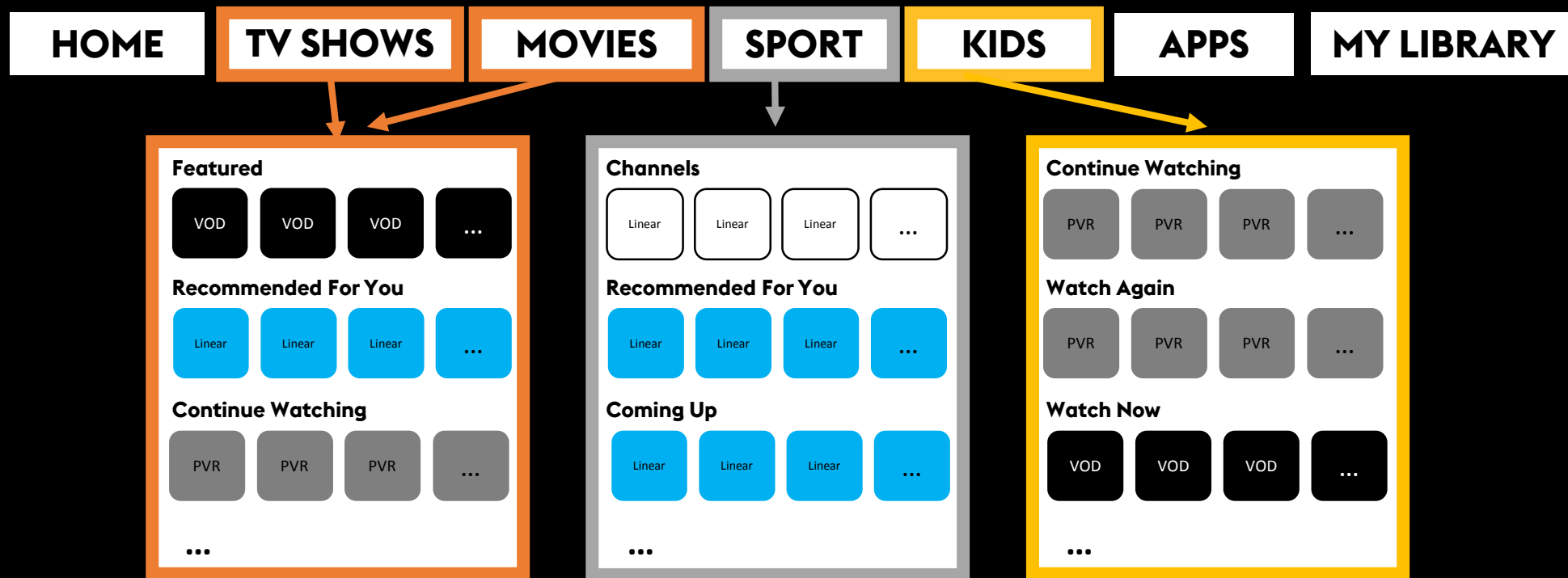
More Info screen

CHANNEL

Channel page

BIG DATA & USER INTERFACE STRUCTURE

- ▶ IVP offers powerful tools to structure and showcase depth and breadth of content
- ▶ Organising content well enables users to always find something to watch
- ▶ Content sensitive rails curated differently by content type

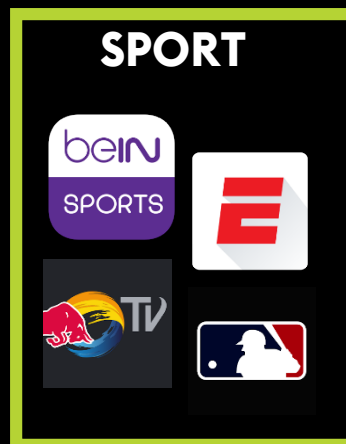
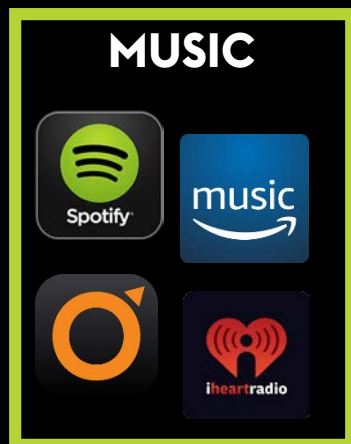


BEST GLOBAL & LOCAL APPS

androidtv

- ▶ Introducing Android Operator Tier with IVP
- ▶ Opportunity to promote key apps from Google Play store into SKY experience
- ▶ Aim to promote apps that complement SKY content
- ▶ Customers can then promote their own apps too

**Sample Apps - to be reviewed for NZ market*



2.

DEVICES





DEVICES FOR ALL SEGMENTS

PREMIUM SKY

Priced as today



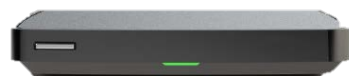
SKY BOX

androidtv



IP-ONLY PUCK

androidtv



NEXT-GEN STB

PRIMARY SEGMENTS

SECONDARY SEGMENTS

FANATICAL



HEARTLANDER

HABITUAL



HEARTLANDER

MODERN



HOMEMAKERS

NEUTRAL



COUPLES

NON-SKY

New low cost packages



androidtv



IP-ONLY PUCK

PRIMARY SEGMENT SECONDARY SEGMENT

MODERN






HOMEMAKERS

NEUTRAL



COUPLES

COMPANION APPS

AS AN APP
(Bring Your Own device)

PRIMARY SEGMENT

ONLINE



ADDICTS

FEATURES FOR ALL PROPOSITIONS

REGARDLESS OF PROPOSITION, ALL CUSTOMERS WILL GET AMAZING FEATURES



On Demand in focus



Recommendations

COMPANION
APPS

Fully featured
Companion apps



Fluid viewing across
devices

SKY

FEATURES FOR ALL PROPOSITIONS

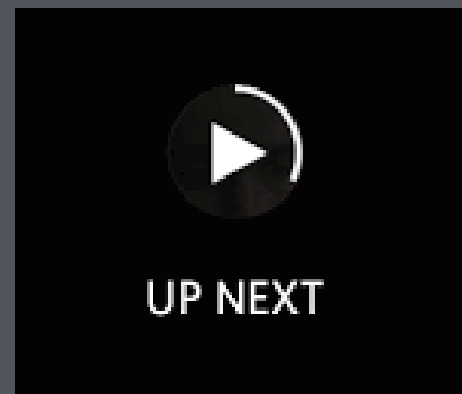
REGARDLESS OF PROPOSITION, ALL CUSTOMERS WILL GET AMAZING FEATURES



Restart TV + Reverse EPG



Search across content types



Binge watching



SKY linear channels



FULLY FEATURED COMPANION APP

- ▶ IVP Companion app will have all the same features as the STB/Puck
- ▶ Find, manage and play all your great shows and events
- ▶ Full Guide, VOD catalogue, Restart TV, Reverse EPG, recommendations etc
- ▶ Supported platforms - iOS, Android, web browsers, Apple TV, Xbox One, PS4, Chromecast, Samsung Smart TVs, Sony TVs (Android TV), LG- TV(webos), Roku and Amazon Fire TV

3.

PACKAGES

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IVP HOUSEHOLDS **SINGLE STB OR PUCK**

PREMIUM SKY



OR

1 STB/PUCK


NON-SKY



1 PUCK

COMMON TO BOTH PROPOSITIONS:

COMPANION APPS \leq 5 COMPANION DEVICES



STB/PUCK + 1 STREAM

PREMIUM SKY

- FANATICAL HEARTLANDERS
- HABITUAL HEARTLANDERS
- MODERN HOMEMARKERS
- NEUTRAL COUPLES

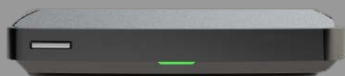
NON-SKY

- MODERN HOMEMARKERS
- NEUTRAL COUPLES



IVP HOUSEHOLDS MULTIPLE **STBS OR PUCKS**

PREMIUM SKY



**2 OR MORE STBS
OR PUCKS**



NON-SKY



2 OR MORE PUCKS

COMMON TO BOTH PROPOSITIONS:

**COMPANION
APPS**

**≤ 5 COMPANION
DEVICES**



**STBS/PUCKS + 2
IN-HOME CONCURRENT
STREAMS**



**STBS/PUCKS + 1
OUT-HOME
STREAMS**

PREMIUM SKY

FANATICAL
HEARTLANDERS

HABITUAL
HEARTLANDERS

MODERN
HOMEMARKERS

NEUTRAL
COUPLES

NON-SKY

MODERN
HOMEMARKERS

NEUTRAL
COUPLES

IVP PACKAGES

AS TODAY



PREMIUM SKY

FANATICAL HEARTLANDERS

HABITUAL HEARTLANDERS

MODERN HOMEMARKERS

NEUTRAL COUPLES

NEW



- ▶ Subset of Premium SKY – different channel packages Linear channels will target key segments
- ▶ Low entry point for customers
- ▶ Flexible contract terms

NON-SKY

MODERN HOMEMARKERS

NEUTRAL COUPLES

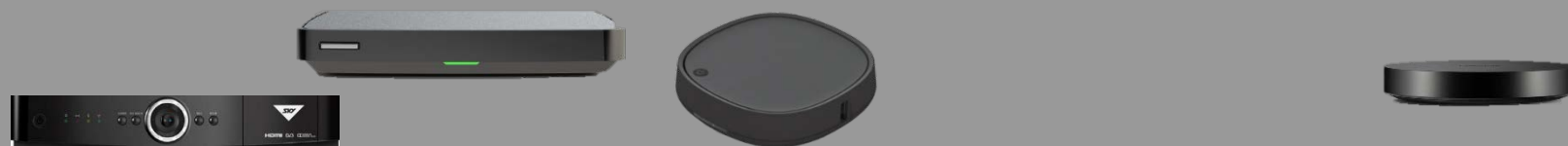
IVP SUPPORT MODEL

AS TODAY

- ▶ Premium support service
- ▶ Technician install available
- ▶ Can self-install if dish available
- ▶ Call centre or online help
- ▶ Device is SKY owned

NEW

- ▶ Digital first model
- ▶ 100% self-install
- ▶ Call centre on premium call line
- ▶ Support via online help
- ▶ Device is SKY owned
- ▶ Retail a later model to support



PREMIUM SKY

FANATICAL HEARTLANDERS

HABITUAL HEARTLANDERS

MODERN HOMEMARKERS

NEUTRAL COUPLES

NON-SKY

MODERN HOMEMARKERS

NEUTRAL COUPLES

IVP SUMMARY

- ▶ IVP – a new platform to deliver a rich viewing experience
- ▶ Live and linear, On Demand and Apps, Network and Local PVR
- ▶ Big Data with Recommendations and Personalisation
- ▶ Choice of Devices for Satellite and Broadband
- ▶ Multiple product propositions and packages to meet the needs of All New Zealanders
- ▶ First proposition in market within 12 months

INTRODUCING OUR RANGE OF APPS



SKYGO



SKY TV



NEON



FANPASS



SKY
PERKS



SKYTV
FOR ALEXA



SKY SPORT HIGHLIGHTS

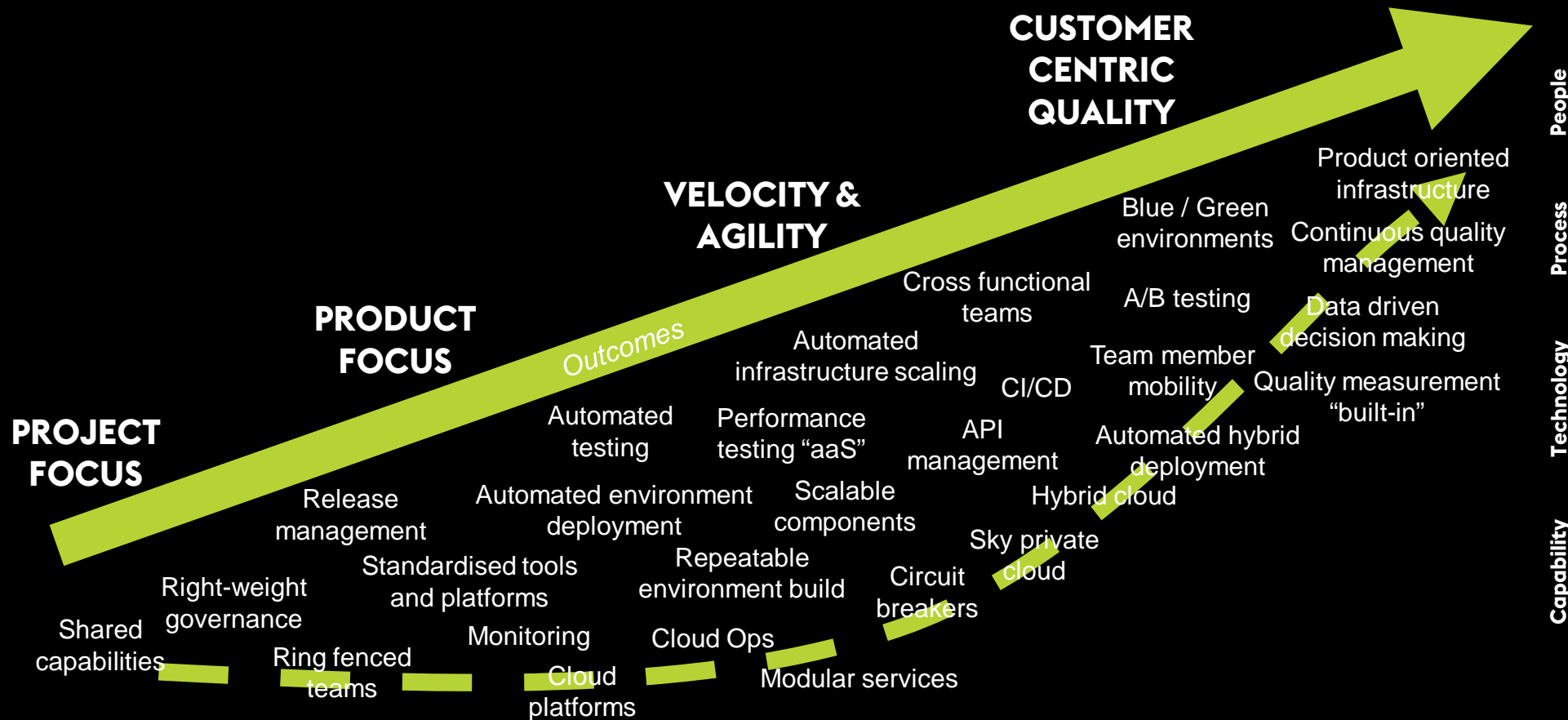
- ▶ Delivered from concept to market in just 5 weeks
- ▶ We are transforming the way we work through **agility at scale**
- ▶ More than “agile” – it requires:
 - ▶ Cloud
 - ▶ Automation, incl. Ci/cd
 - ▶ Dev + security + ops
 - ▶ Productisation
 - ▶ Collaboration

OUR TRANSFORMATION

- ▶ “Agile” is an adjective, not a noun: able to move quickly and easily.
- ▶ Its not what you do, its how you do it – we have changed the way we work.
- ▶ Agility enables us to change and adapt quickly to the changing needs of our customers.
- ▶ The right cadence of change and delivery gives the feedback loops required to have agility.
- ▶ Small changes, constantly measured, drive in quality.
- ▶ Our leaders develop capability and set direction – “build the right thing”.
- ▶ Our cross functional teams apply agile practices, working to common goals to produce working solutions every sprint – “build the thing right”.



OUR TRANSFORMATION OVER THE PAST TWO YEARS



WE ARE CHANGING THE WAY WE DELIVER OUR PRODUCTS AND TECHNOLOGY, DEVELOPING AND IMPLEMENTING THE CAPABILITIES REQUIRED TO ACHIEVE THE REQUIRED VELOCITY FOR OUR CUSTOMERS AND PRODUCTS, WITH THE AGILITY TO RESPOND TO AN EVER CHANGING ENVIRONMENT WHILE ENSURING BROADCAST QUALITY.

SKY

THE NEW SKYGO LAUNCHING SOON TODAY



NEW

- ▶ WATCH SELECTED LIVE SKY CHANNELS ON MOBILE, TABLET & PC – TV, MOVIES & SPORTS
- ▶ 7 DAY PROGRAM GUIDE FOR SELECTED SKY CHANNELS

ALL THIS, PLUS ...

- ▶ WATCH WHAT YOU WANT, WHEN YOU WANT - ON DEMAND TV, MOVIES, BOX SETS AND SPORTS ON MOBILE, TABLET AND PC
- ▶ FIND WHAT YOU WANT EASILY FEATURED AND MOST POPULAR ON THE HOME SCREEN; SEARCHABLE CATALOGUE & GUIDE

SKY

BROADCAST & MEDIA



TEX TEIXEIRA
**DIRECTOR OF BROADCAST
& MEDIA**



SKY TV STATION PAST | PRESENT | FUTURE



2006



2018

CHANGE IS THE LAW OF LIFE AND THOSE WHO LOOK ONLY TO THE PAST OR PRESENT ARE CERTAIN TO MISS THE FUTURE.
– JOHN F. KENNEDY

PRESENT STATE

- ▶ **FACILITY BUILD 2006 (\$80M)**
- ▶ **HD | STEREO 5.1 | ROBUST REDUNDANCY**
- ▶ **80 ENTERTAINMENT AND SPORTS CHANNELS**
- ▶ **LINEAR AND VOD WORKFLOWS**

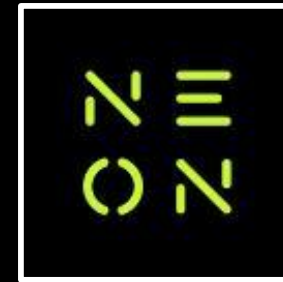


LINEAR DTH

MOBILE DEVICES

BUILDING NEW CAPABILITIES

- ▶ VOD AS GOOD AS LINEAR
- ▶ SPORTS FAST TURN AROUND
- ▶ SIMPLIFY LINEAR OPERATIONS
- ▶ SATELLITE BANDWIDTH DIVIDEND





CONTENT FACTORY 2020

SCALABLE | EFFICIENT | AGILE | MULTI-PLATFORM

- ▶ **VOD EXCELLENCE**
- ▶ **EVENT BASED POP-UPS**
- ▶ **SPORTS HUB / IP**

4K / HDR NEXT GEN EXPERIENCE

- ▶ **4K = SIMILAR PICTURE QUALITY TO HD**
- ▶ **HDR = BETTER CONTRAST, GREATER BRIGHTNESS, WIDER COLOUR PALETTE**

Conventional standard dynamic range *



Highlight is clipped; less shadow detail

High Dynamic Range mode*



Render shadow detail to highlight

* Simulated images






4K / HDR – OUR ROADMAP

- ▶ **CONTENT**
- ▶ **INFRASTRUCTURE**
- ▶ **LOCAL ORIGINATION**



SKY

SPORT



RICHARD LAST
DIRECTOR OF SPORT

KEY MESSAGES

- ▶ **SPORT DRIVES CUSTOMER TAKE UP AND RETENTION**
- ▶ **OTT STRUGGLES TO COMPETE WITH BUNDLED SPORTS PACKAGE**
- ▶ **SKY BEST PARTNER FOR NZ SPORTS**



SUPER RUGBY 19:30

AVERAGES

**ALL PEOPLE 5+
AVERAGE AUDIENCES**

| 19:30 GAMES | 2016 | 2017 | Y-ON-Y CHANGE |
|-------------|---------|---------|---------------|
| Friday | 196,600 | 221,100 | +12% |
| Saturday | 208,100 | 238,600 | +15% |

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SPORT STOPS THE NATION

- ▶ **MEASUREMENT CHALLENGING**
- ▶ **DATA PROJECTS UNDERWAY**



**“MY TEAM” DRIVES
AND VALIDATES MY
SUBSCRIPTION**





**SKY HAS MORE SPORTS
THAN OTHER LEADING
SUBSCRIPTION TV
PLATFORMS AROUND THE
WORLD**



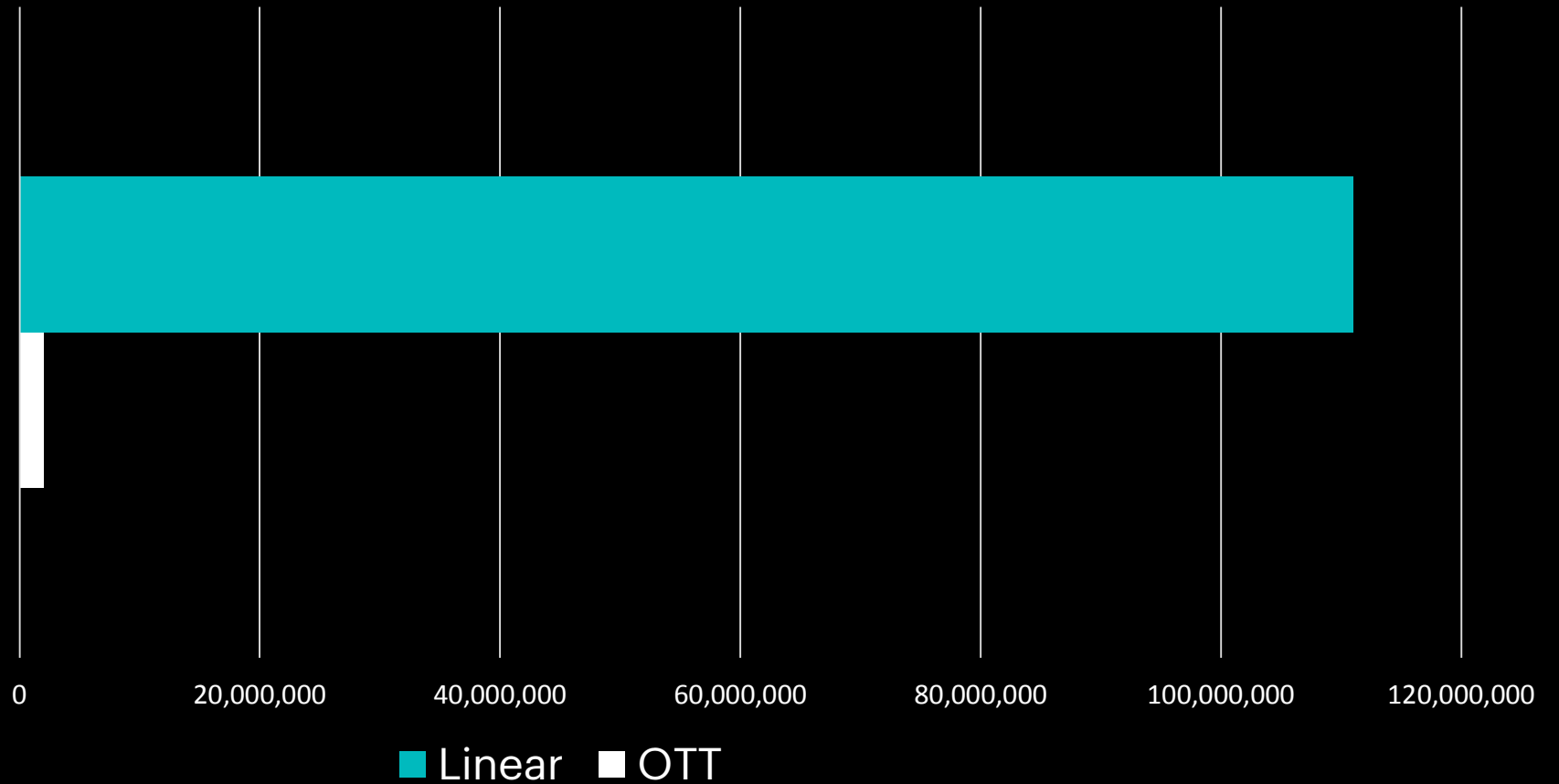
**SKY'S PLATFORMS DELIVER
WHAT NZ CUSTOMERS
WANT**





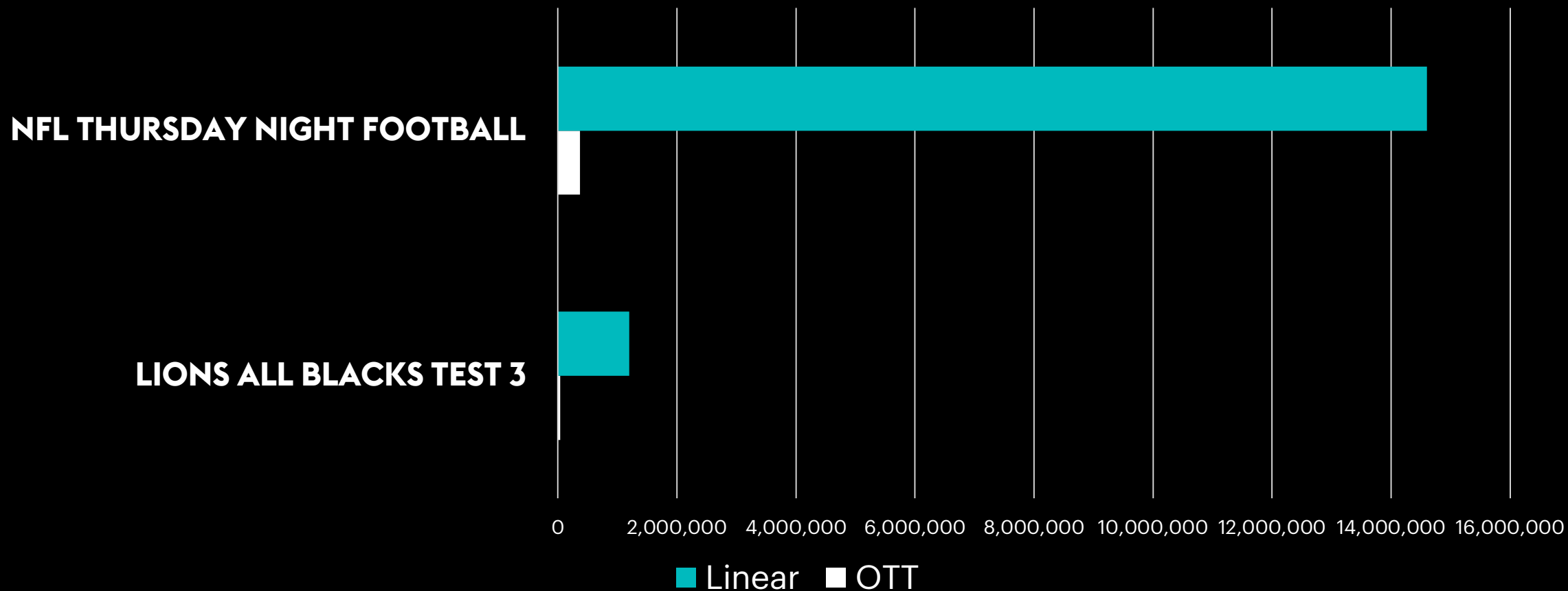
SUPERBOWL - TRADITIONAL DWARFS OTT

SUPER BOWL 2018





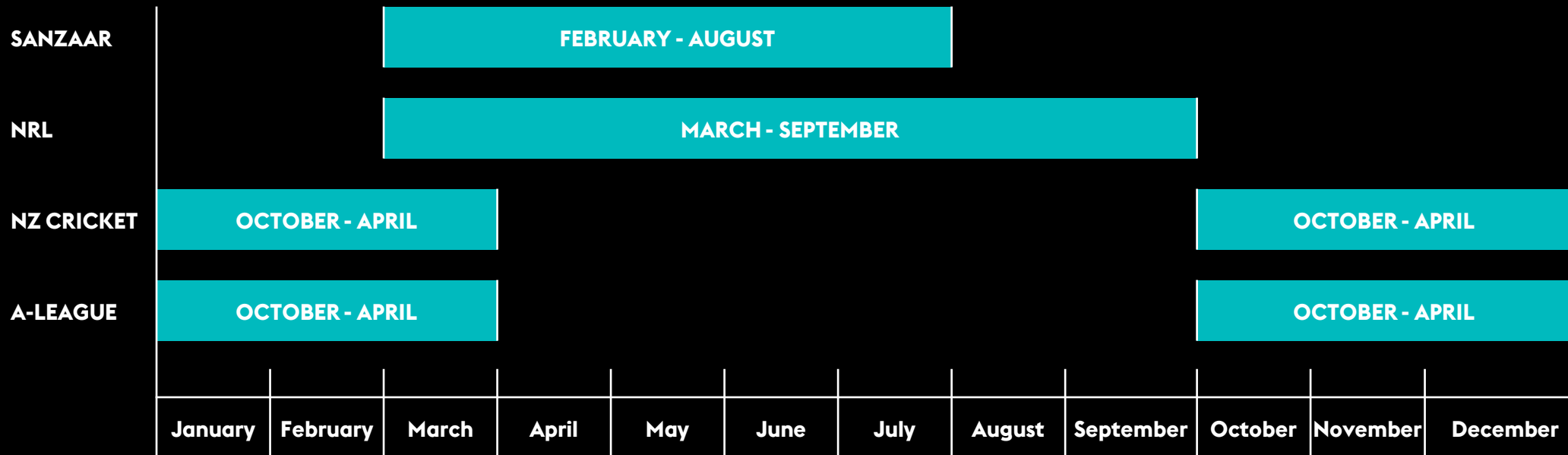
NFL – AMAZON V LINEAR



- ▶ **MAJOR SPORTS RENEWALS**
- ▶ **2, 3 YEARS OR LONGER UNTIL RENEWAL**
- ▶ **WE EXPECT TO RENEW**



YEAR-ROUND COVERAGE



SANZAAR RENEWAL

- ▶ **NO COMMENT**
- ▶ **STRATEGICALLY IMPORTANT**
- ▶ **MAIN BOARD SUB-COMMITTEE**
- ▶ **FULL BOARD APPROVAL**



SKY

**SKY IS AN ATTRACTIVE, EXPERIENCED
AND **PROVEN PARTNER** FOR NZ SPORTS
BODIES**



SANZAAR RENEWAL

- ▶ **NEGOTIATIONS SHOULD START THIS YEAR**
- ▶ **STRATEGICALLY IMPORTANT**
- ▶ **NOTHING TO GAIN BY DISCUSSING PLANS IN PUBLIC**

- ▶ **BLACKCAPS V ENGLAND IN THE PINK BALL TEST**
- ▶ **SILVER FERNS IN THE TAINI JAMISON FINALS**
- ▶ **WARRIORS IN THE NRL**
- ▶ **CHIEFS, HIGHLANDERS AND HURRICANES IN INVESTEC SUPER RUGBY**

- ▶ **SHANE VAN GISBERGEN AND CO.
IN THE SUPERCARS**
- ▶ **BRENDON HARTLEY IN FORMULA 1**
- ▶ **THE WORLD'S BEST GOLFERS IN
THE WGC DELL TECHNOLOGIES
MATCH PLAY**
- ▶ **LYDIA KO IN THE LPGA**

- ▶ **FIGURE SKATING WORLD CHAMPIONSHIPS**
- ▶ **AUCKLAND CITY TAKE ON EASTERN SUBURBS IN THE NZ PREMIERSHIP SEMI-FINALS**

- ▶ **HYUNDAI A-LEAGUE**
- ▶ **SNOOKER'S PLAYERS
CHAMPIONSHIP**
- ▶ **CYCLING FROM EUROPE**

The Sky logo is positioned in the top left corner, featuring the word "SKY" in a white, italicized, sans-serif font. It is partially enclosed by a cyan triangle that points to the right.

▶ **77 HOURS AND 15
MINUTES OF LIVE SPORT
ON SATURDAY ALONE**

A cyan triangle is located in the top right corner, pointing to the left.

KEY MESSAGES

- ▶ **SPORT DRIVES CUSTOMER TAKE UP AND RETENTION**
- ▶ **OTT STRUGGLES TO COMPETE WITH BUNDLED SPORTS PACKAGE**
- ▶ **SKY BEST PARTNER FOR NZ SPORTS**



ENTERTAINMENT



TRAVIS DUNBAR

**DIRECTOR OF ENTERTAINMENT
CONTENT**



SKY'S HISTORICAL **CONTENT PILLARS**

LIVE SPORTS

**BLOCKBUSTER
MOVIES**

INTERNATIONAL AFFILIATES

DISCOVERY

BBC

VIACOM

The SKY logo is located in the top left corner, consisting of the word "SKY" in a white, italicized, sans-serif font, positioned within a pink triangular shape that points to the right.

PREMIUM DRAMA **THE NEW PILLAR**

EXCLUSIVE

ENGAGING

EVOLVING

Premium Drama drives our linear, On Demand and VOD services:
SoHo, SKY BOX SETS, SKY 5, VIBE, UKTV, SKY ON DEMAND, SKY GO, NEON....

The Sky logo is positioned in the top left corner, enclosed within a pink triangular graphic that points to the right.

PREMIUM DRAMA **KEY SUPPLY**

BEST-IN-CATEGORY. PROVEN STUDIOS. GUARANTEED SUPPLY.

A pink triangle is located in the top right corner, pointing to the left.

The SKY logo is located in the top left corner, consisting of the word "SKY" in white, italicized, sans-serif font, set against a pink triangular background pointing to the right.

PREMIUM DRAMA **KEY SUPPLY**

BEST-IN-CATEGORY. PROVEN STUDIOS. GUARANTEED SUPPLY.

SKY is the EXCLUSIVE home of:

HBO

- ▶ GAME OF THRONES (& upcoming spin offs)
- ▶ WESTWORLD 2
- ▶ BIG LITTLE LIES 2
- ▶ SHARP OBJECTS (from the author of Gone Girl)

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SHOWTIME

- ▶ BILLIONS
- ▶ RAY DONOVAN
- ▶ THE AFFAIR

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FX

- ▶ AMERICAN CRIME STORY
- ▶ FEUD: BUCKINGHAM PALACE
- ▶ THE MAYANS (Sons of Anarchy spin-off)
- ▶ TRUST (the Getty kidnapping)

SHOWTIME

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WB/DC

- ▶ THE FLASH
- ▶ ARROW
- ▶ SUPERGIRL
- ▶ LEGENDS OF TOMORROW
- ▶ SUPERNATURAL
- ▶ SHAMELESS

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- ▶ NCIS NEW ORLEANS
- ▶ MADAME SECRETARY
- ▶ BULL
- ▶ SCORPION

SHOWTIME

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WB/DC

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- ▶ ARROW
- ▶ SUPERGIRL
- ▶ LEGENDS OF TOMORROW
- ▶ SUPERNATURAL
- ▶ SHAMELESS

Plus a horde of key independent Drama supply:
THE LOOMING TOWER, KNIGHTFALL, HARD SUN

ENTERTAINMENT CONTENT STRATEGY

INDUSTRY-LEADING RIGHTS

- ▶ Linear
- ▶ Catch-Up
- ▶ Streaming
- ▶ Video On Demand
- ▶ Box Sets (full seasons)
- ▶ Download To Go
- ▶ Reverse EPG
- ▶ Restart TV
- ▶ Network PVR
- ▶ Free TV
- ▶ OTT

CONTENT RIGHTS AND AMMORTISATION

- ▶ Key supply is prioritised
- ▶ Each deal is staggered
- ▶ Key dramas have 'Run-of-Series' commitments

CONTENT RIGHTS AND AMMORTISATION

- ▶ Each deal is one piece of the jigsaw
- ▶ Amortisation is over a variety of channels, platforms, products, & windows
- ▶ This flexibility makes us unique
- ▶ Our prices reflect that flexibility



“BUT WHAT ABOUT THE GLOBAL OTT PLAYERS’ CONTENT SPEND?” THE REALITY BEHIND THE HEADLINES

- ▶ It’s not all spent on original drama
- ▶ They still license non-exclusive library
- ▶ Their ORIGINAL content spend doesn’t match SKY’s aggregated power
- ▶ OTT services are complementary to Pay TV



THE POWER OF SKY'S BROAD CONTENT PORTFOLIO

A BACK-OF-THE-ENVELOPE COMPARISON

- ▶ The seven Hollywood Movie Studios plus leading independents spend in excess of \$US8B p.a. combined on production
- ▶ Some studios alone make 5-7 movies p.a. with a \$US200M+ production budget each (before marketing spend)
- ▶ SKY's key Drama suppliers would total over \$US8B production spend p.a. combined
- ▶ One key SKY Affiliate alone spends \$US3B on annual production
- ▶ And that doesn't even count major Sports, All International Affiliates, and SKY's independent content cumulative value

THE POWER OF SKY'S BROAD CONTENT PORTFOLIO

A BACK-OF-THE-ENVELOPE COMPARISON

OTT GLOBALS

- ▶ APPLE \$US2B +
- ▶ AMAZON \$US4B +
- ▶ NETFLIX \$US7B +

SKY'S SUPPLY

- ▶ MOVIE STUDIOS \$US8B+
- ▶ DRAMA SUPPLIERS \$US8B +
- ▶ ENT AFFILIATES \$US12B +
- ▶ SPORTS \$USB...?

WILL YOUR KEY SUPPLIERS GO D.T.C.?

- ▶ Some DTC's have already gone to Australia to marginal results
- ▶ Only a couple of stand-alone brands would resonate with Kiwis
- ▶ Most SKY key content supply is already committed
- ▶ Our size and penetration still appeals to key distributors....

WHAT IS THE **OUTLOOK** FOR SKY'S CONTENT COSTS?

- ▶ Premium content is not without cost; however...
- ▶ As Linear viewing reduces, VOD viewership will grow
- ▶ VOD is more cost-efficient
- ▶ Non-performing VOD content can be more easily rationalised
- ▶ Improved viewing data will further help content rationalisation

The SKY logo is positioned at the top center of the image, enclosed within a downward-pointing pink triangle. The logo itself is in a bold, italicized, black sans-serif font.

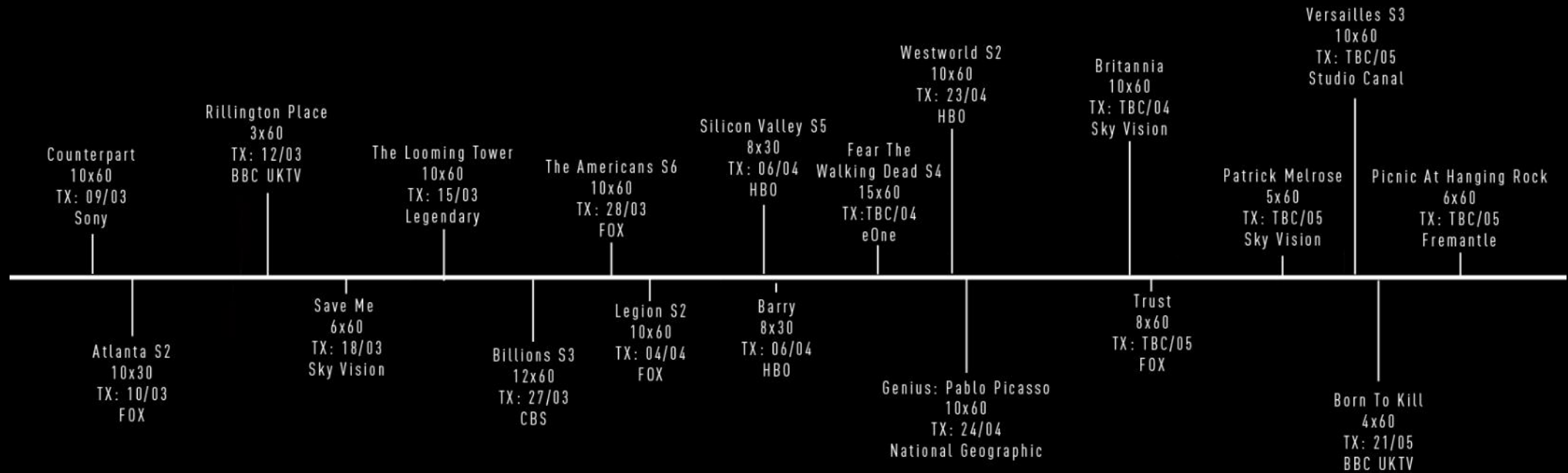
IN THE MEDIA BUSINESS CONTENT IS STILL KING

SKY's upcoming drama slate...

A small, upward-pointing pink triangle is located at the bottom center of the image.

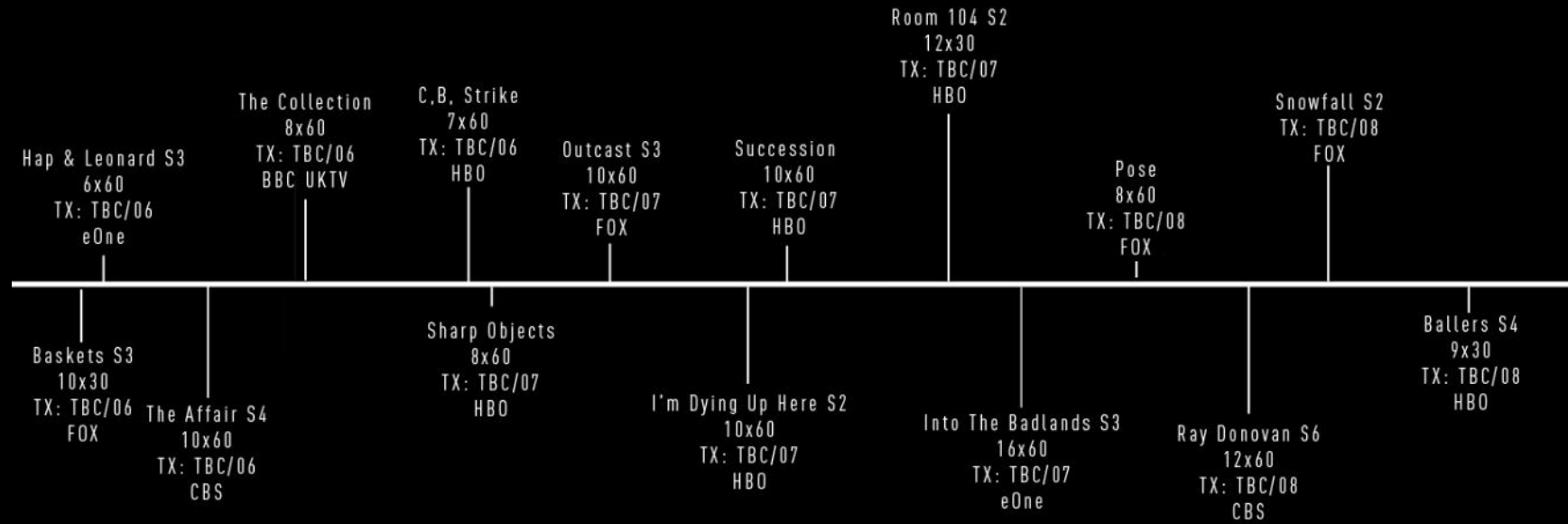
HIGHLY CONFIDENTIAL

Please note dates are subject to change
Images for internal use only



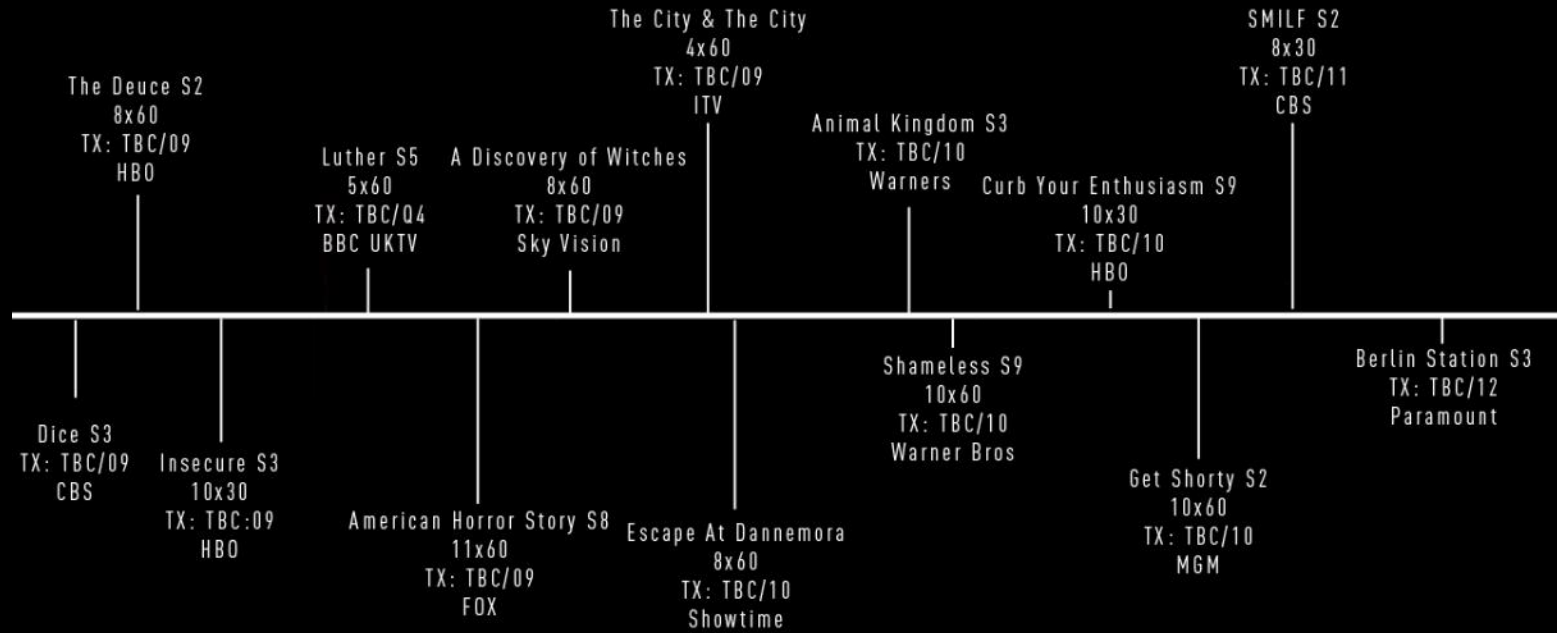
SKY Premiere Drama March - May 2018

HIGHLY CONFIDENTIAL
Please note dates are subject to change
Images for internal use only



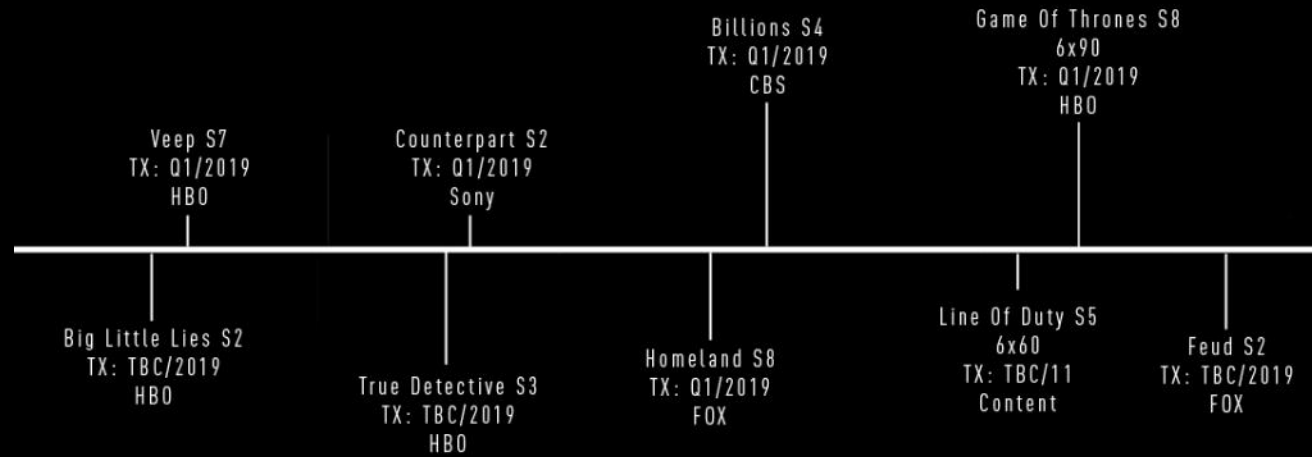
SKY Premiere Drama June - August 2018

HIGHLY CONFIDENTIAL
Please note dates are subject to change
Images for internal use only



SKY Premiere Drama September - December 2018

HIGHLY CONFIDENTIAL
Please note dates are subject to change
Images for internal use only



SKY Premiere Drama 2019

The Sky logo is positioned inside a lime green triangle on the left side of the slide. The logo itself is in a bold, italicized, black font.

ADVERTISING

RAWINIA NEWTON

**DIRECTOR OF ADVERTISING
SALES**

ADVERTISING OVERVIEW

2.6b spent on advertising in New Zealand

2017 TV revenue = \$566m

22% of all advertising spend is on television

TV advertising revenue in NZ grew 1.3% in 2017 after declining for 5 consecutive years

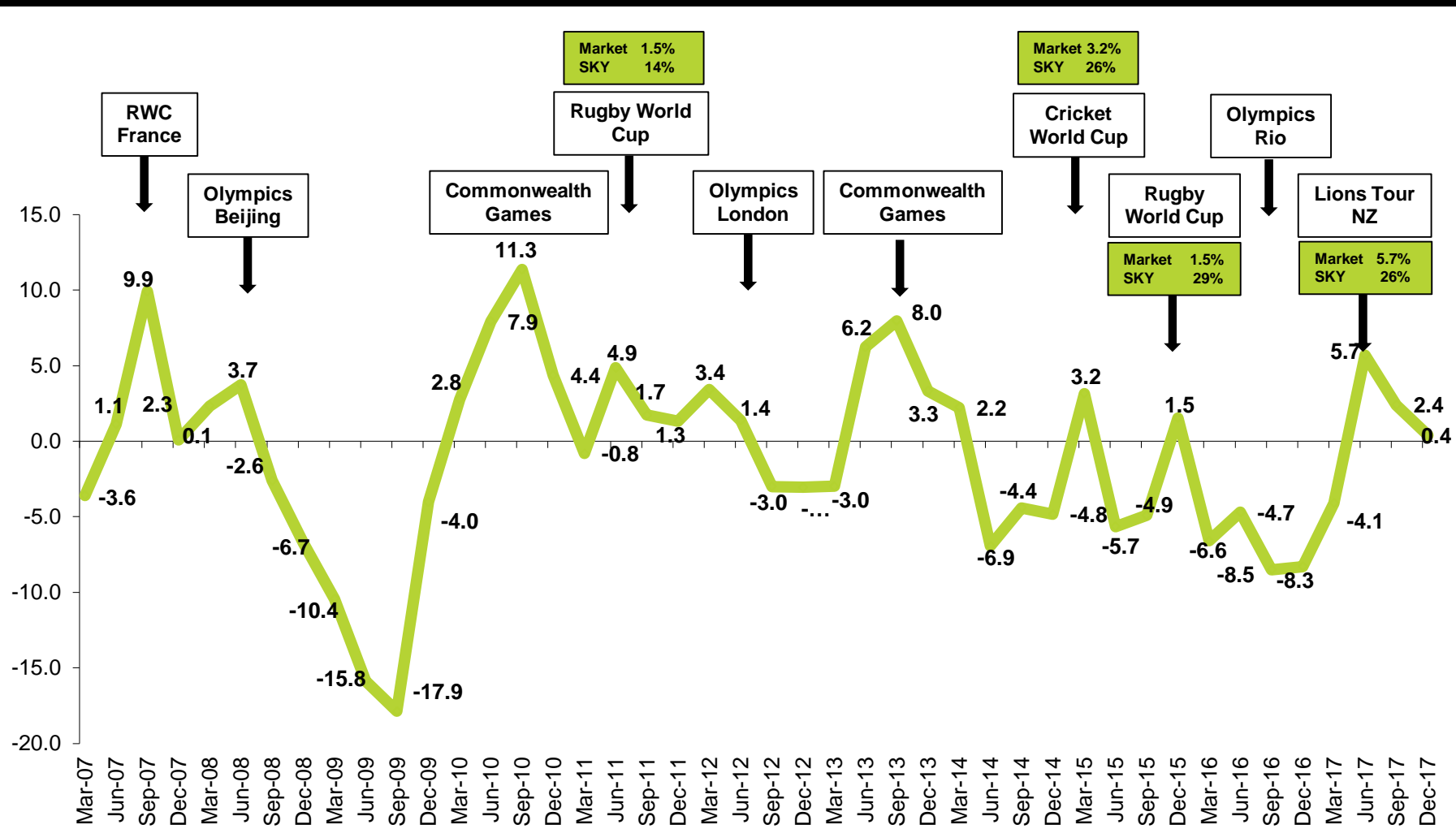
Digital continues year on year growth. +10% in 2016 to \$890m

| | | |
|----------------------|--------|--------------|
| Search & Directories | \$490m | } 72% |
| Classifieds | \$154m | |
| Display | \$143m | |
| Social Media | \$ 58m | |
| Mobile | \$ 44m | |



REVENUE UPLIFT FROM BIG SPORT EVENTS

TOTAL TELEVISION REVENUE - % CHANGE YEAR ON YEAR



Source: Pricewaterhouse Coopers

SKY ADVERTISING OVERVIEW

SKY multi channel sales

- ▶ Traditional TV advertising
- ▶ Programme sponsorship
- ▶ Sport packages
- ▶ Owned and operated channels + 3rd party channel sales on behalf of Affiliate Channel partners

Successful history of increasing revenue and share by leveraging big sport events.

Sales strategy positioned around SKY's premium content, audience and low advertising minutes.



THE **FUTURE** OF TV ADVERTISING

Programmatic buying of advertising is increasing, while still small the revenue doubled in 2017

Automation of transacting airtime and inventory management is becoming mandatory

- ▶ SKY Landmark system upgrade in 2018 to enable automation of booking and optimisation of inventory

Addressable targeted advertising growing on television

- ▶ SKY investigating dynamic replacement ad insertion in live linear digital feeds eg. SKY Go and Fan Pass

THE **FUTURE** OF TV ADVERTISING

AUDIENCE MEASUREMENT

- ▶ Cross platform measurement and cross platform metrics
- ▶ Total video currency
- ▶ 50% panel expansion of the Nielsen TAM panel

ThinkTV NZ LAUNCH ON THURSDAY 29 MARCH

- ▶ SKY, TVNZ and Mediaworks launching ThinkTV in the New Zealand market
- ▶ ThinkTV is a dedicated research-driven and marketing company focused on helping the advertising and marketing community get the very best from commercial TV
- ▶ Aimed at advertising agencies, media and advertisers



The Sky logo is positioned on a yellow triangular graphic that points to the right, located in the top-left corner of the slide.

REGULATORY & EXTERNAL AFFAIRS

CHRIS MAJOR

**DIRECTOR OF EXTERNAL
AFFAIRS**

GOVERNMENT RELATIONS

NEW GOVERNMENT 2017

REGULATORY CHANGE IN BROADCASTING AND COMMUNICATIONS SECTOR?

- ▶ CLASSIFICATION OF ONLINE CONTENT
 - ▶ ACCESSIBILITY
 - ▶ PUBLIC SERVICE MEDIA
- 
- A yellow upward-pointing triangle is located at the bottom center of the slide, mirroring the one at the top.

MINISTERIAL FOCUS ON NON-COMMERCIAL, 'PUBLIC GOOD' MEDIA: MORE LOCAL CONTENT AND STRONGER, INDEPENDENT JOURNALISM

3 LEVERS:

- ▶ **CROWN-OWNED BROADCASTERS**
- ▶ **FUNDING**
- ▶ **REGULATION**

DIGITAL CONVERGENCE

- ▶ **CONSISTENT RULES FOR TRADITIONAL AND DIGITAL CONTENT, ACROSS LOCAL AND INTERNATIONAL PROVIDERS**
- ▶ **REGULATORY RESPONSE?**
- ▶ **INDUSTRY CONSULTATION UNDERWAY**

REGULATION OF SPORT

- ▶ **FREE-TO-AIR BILL DID NOT PASS FIRST READING**
- ▶ **WOULD HAVE HAD DIRE CONSEQUENCES FOR NZ SPORT CODES**
- ▶ **NO SUCH THING AS “FREE” IN SPORT BROADCASTING – SOMEONE HAS TO PAY**

PIRACY

- ▶ **REVIEW OF COPYRIGHT ACT A PRIORITY**
- ▶ **CURRENT PIRACY TOOLS LIMITED:**
 - **'3 STRIKES' LAW INEFFECTIVE**
 - **COURT ACTION AGAINST NZ-BASED PROMOTERS OF FULLY-LOADED INTERNET STREAMING DEVICES**
- ▶ **SITE-BLOCKING ORDERS A BETTER MECHANISM**

MEDIA

- ▶ **'FAIR DEALING' DISPUTE RESOLVED**
 - **NZ HERALD, STUFF, MEDIAWORKS AND TVNZ**

- ▶ **ENGAGEMENT WITH NEW ZEALANDERS THROUGH TRADITIONAL AND SOCIAL MEDIA**

The Sky logo is positioned inside a blue triangle on the left side of the slide. The logo itself is the word "SKY" in a stylized, italicized font.

OPERATIONS

MARTIN WRIGLEY
DIRECTOR OF OPERATIONS

The Sky logo, consisting of the word "SKY" in a stylized, italicized font, is positioned inside a blue triangle on the left side of the slide.

SKY BUSINESS

BUSINESS UNITS:

**SKY
TELEVISION**

SKY MUSIC

MOVIELINK

**BELIEVE IT
OR NOT?**



GET THE PICTURE!

ACCOMMODATION

HOTELS MOTELS

HOSPITALITY

PUBS CLUBS
LICENSED SECTORS

RETAIL/CORPORATE

OFFICES SHOPS
HOSPITALS STADIUMS

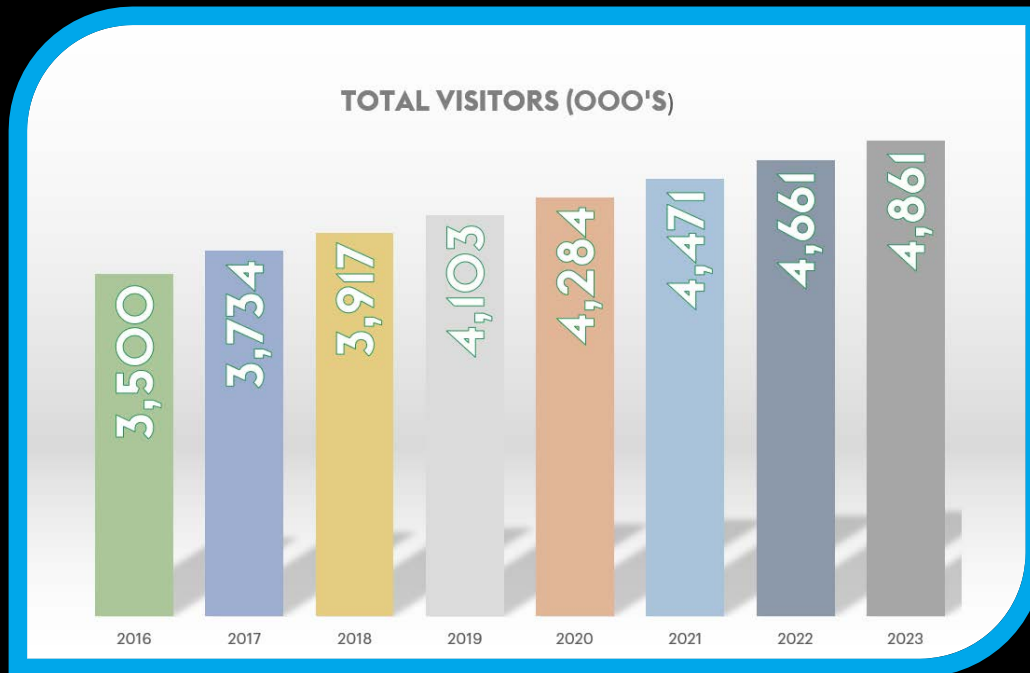


ACCOMMODATION



- ▶ **BOOMING VISITOR NUMBERS**
- ▶ **HIGH PENETRATION**
- ▶ **50% REVENUE WITHIN THIS SECTOR**

YEAR ON YEAR ARRIVALS



- ▶ **DEMAND INCREASING**
- ▶ **CURRENT INFRASTRUCTURE WON'T CATER FOR GROWTH**
- ▶ **HEAVY INVESTMENT IN NEW HOTELS COMING ON LINE**

HOSPITALITY

- ▶ **PUBS & CLUBS**
- ▶ **LIVE SPORT & PPV**
- ▶ **30% REVENUE**



RETAIL & CORPORATE

- ▶ **DIVERSE BUSINESS SECTOR**
- ▶ **FROM THE OFFICE, TO GYMS, TO FISHING BOATS AND EVERYTHING IN-BETWEEN**
- ▶ **20% REVENUE**



A word cloud of various retail and corporate sectors. The words are arranged in a roughly circular shape and vary in size and color. The largest word is 'Offices' in blue. Other prominent words include 'Malls' in purple, 'Retail Stores' in pink, 'Waiting Rooms' in yellow, and 'Boardrooms' in pink. Smaller words include 'Shopping', 'Stadiums', 'Gyms', 'Ships', 'Universities', 'Oil Rigs', 'Banks', 'Hospitals', 'Dentists', 'Airports', and 'Shopping Centres'.

Shopping
Waiting Rooms
Oil Rigs Universities
Stadiums Gyms Ships
Malls Retail Stores
Offices Banks
Airports Boardrooms
Hospitals Dentists
Cinemas Shopping Centres
Retail Stores



OTHER BUSINESS UNITS



NEW ZEALAND'S LARGEST SUPPLY OF BACKGROUND AND FOREGROUND MUSIC TO BUSINESSES



OFFERING THE BEST OF NEW RELEASE PAY PER VIEW MOVIES IN MAJOR HOTELS ACROSS NEW ZEALAND



HOSTING CORPORATE EVENTS AND WEEKLY QUIZZES IN OVER 250 VENUES ACROSS NEW ZEALAND

The Sky logo is positioned inside a blue triangle on the left side of the slide.

SUPPORT SERVICES

▶ **CUSTOMER
SERVICES**

▶ **TECHNICAL
SUPPORT**

CUSTOMER SERVICE



- ▶ **KIWI BASED CONTACT CENTRE**
- ▶ **SKILLED ACROSS ALL CHANNELS**
- ▶ **MULTI AWARD WINNING**

TECHNICAL SUPPORT

- ▶ **SKILLED INSTALLER BASE**
- ▶ **NATIONWIDE SUPPORT NETWORK**
- ▶ **SHORT LEAD TIME FOR SERVICE**



The Sky logo is positioned inside a cyan triangle on the left side of the slide. The logo itself is in a stylized, italicized font.

FINANCE

**JASON
HOLLINGWORTH**
CFO

STRATEGY

- ▶ **STABILISE EARNINGS & SUBSCRIBER GROWTH**
- ▶ **SUBSCRIBER GROWTH VS REVENUE LOST FROM SPIN DOWN**
- ▶ **OTT GROWTH TO LEVERAGE FIXED PROGRAM COSTS**

SKY'S COST STRUCTURE

| | IH FY18, \$m | % |
|----------------------------------|--------------|-----|
| REVENUE | 433.1 | |
| PROGRAMMING FIXED | 100.14 | 23% |
| PROGRAMMING VARIABLE | 66.76 | 15% |
| VARIABLE SUBSCRIBER COSTS | 42 | 10% |
| FIXED B&I | 46.1 | 11% |
| FIXED OTHER | 24.6 | 6% |
| TOTAL COSTS | 279.6 | 65% |
| EBITDA | 153.5 | 35% |
| DEPRECIATION | 51.2 | 12% |
| EBIT | 102.3 | 24% |

- ▶ Core ARPU \$83.98
- ▶ 25% of Costs Variable, Contribution Margin > \$62
- ▶ Spin Down Costs \$17 vs \$62 when Customers Churn

SKY'S COST STRUCTURE: SPIN DOWN RISK

- ▶ SUBSCRIBER SPINDOWN @ \$17 NET MARGIN
- ▶ LOST SOHO REVENUE, \$8 MILLION PER PA
- ▶ NEW CUSTOMERS @ \$45 NET MARGIN

SKY'S COST STRUCTURE: PROGRAM COSTS

- ▶ **APPROX 50% PROGRAM COSTS RELATE TO SPORT**
- ▶ **SPORTS TIER @\$29.90 < SPORTS PROGRAM COSTS**
- ▶ **PROGRAM COSTS: 40% NZ\$, 40% US\$, 20% A\$**
- ▶ **SATELLITE TO BECOME A FINANCE LEASE (\$A30M PA)**

SKY'S COST STRUCTURE: DEPRECIATION

DEPRECIATION ON EXISTING SKY ASSETS @ 31 DECEMBER 2017, \$

| FY18 | FY19 | FY20 | FY21 | FY22 |
|------------|------------|------------|------------|------------|
| 98,573,999 | 81,605,407 | 58,875,478 | 33,014,270 | 11,394,801 |

SATELITE

- ▶ **DI SIGNED 2003, LAUNCHED 2006, EOL 2021**
- ▶ **WE INTEND TO SECURE CAPACITY BEYOND 2021;**
 - **4 v 7 TRANSPONDERS**
 - **SHORT TERM LEASE**
 - **100K RURAL + 200-300K HAPPY MYSKY CUSTOMERS**
 - **100% NZ COVERAGE (STRATEGIC)**
- ▶ **TARGET IS 50% COST**
- ▶ **WILL HAVE PARTIAL OFFSET FROM IP DELIVERY COSTS**

SATELITE PLATFORM

| | TODAY |
|---------------------------------|---------|
| PACE STB | 330,000 |
| KAON STBS – FUSION | 370,000 |
| KAON STBS – IVP | |
| NEW 4K STB | |
| TRADITIONAL TV PUCK | |
| TRADITIONAL TV CUSTOMERS | 700,000 |
| OTT PUCK | |
| SKY APP | |
| | 700,000 |
| MULTIROOM/COMMERCIAL | 270,000 |
| TOTAL STB'S | 970,000 |

- ▶ Mix will depend upon:
 - Securing New Content Rights
 - Cost Effective Multicast /CDN Capacity
 - Consumer Uptake of Uncapped B.B.
 - Interest in linear v VOD

CAPEX PROFILE

| Illustration of Capex Profile (\$000) | | | | |
|---------------------------------------|---------------|---------------|---------------|---------------|
| | FY18 | FY19 | FY20 | FY21 |
| INSTALL | 20,000 | 15,000 | 10,000 | 5,000 |
| DECODERS | 10,000 | 15,000 | 15,000 | 15,000 |
| TV STATION | 5,000 | 5,000 | 30,000 | 5,000 |
| OB TRUCKS | - | - | 12,000 | 12,000 |
| PROJECTS | 35,000 | 35,000 | 20,000 | 20,000 |
| TOTAL | 70,000 | 70,000 | 87,000 | 57,000 |

- ▶ 4K/HDR Investment presents monetisation and differentiation opportunities

FOR ILLUSTRATIVE PURPOSES ONLY, THIS IS NOT GUIDANCE

GOODWILL

- ▶ **\$1.4 BILLION ASSET**
- ▶ **NTA \$3.47/SHARE**
- ▶ **IMPAIRMENT IS A NON CASH CHARGE**

DEBT AND DIVIDENDS

- ▶ **\$168M BANK DEBT, \$100M BOND @ 31 DECEMBER 2017**
- ▶ **SANZAR ENDS DECEMBER 2020, BANK FACILITY MATURES JULY 2020, BOND MATURES MARCH 2021**
- ▶ **5 DIVIDEND PAYMENTS TO JULY 2020
(5 X 7.5 CPS = \$145M)**
- ▶ **7.5 CPS INTERIM = 38% OF NPAT**

DISCLAIMER

This presentation may contain forward-looking statements including projections, forecasts, assumptions, estimates, targets, expectations or other statements that relate to future events and performance.

Any forward-looking statements contained in this material are based on SKY's current expectations regarding future events and results and are based on assumptions which SKY thinks are reasonable, reflecting SKY's assessment and interpretation of the information available to it at the time this material was prepared. However, all forward-looking statements are, by their nature, susceptible to uncertainty. Actual events or results may differ materially from the expectations and assumptions expressed or implied in any forward-looking statements due to various changes, risks and uncertainties, many of which are not within the control of SKY and cannot be predicted by SKY. Recipients of this material are cautioned not to place undue reliance on any forward-looking statements.

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GLOSSARY

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|-------|------------------------------------|--------|--|------|----------------------------------|--------|---|
| 3D | Three Dimensional | DSR | Direct Sales Representative | IHDD | Internal Hard Disk Drive | PUP | Post-production Upgrade Project |
| 4K | 4 times resolution of HD | DSSG | Digital Switchover Steering Group | IP | Internet Protocol | PVR | Personal Video Recorder |
| ACC | Accident Compensation Corporation | DTH | Direct to Home (satellite delivery) | ISP | Internet Service Provider | PWO | Paperless Work Order |
| ADSL | Asymmetric Digital Subscriber Line | DTC | Direct to Consumer | ISU | Impulse Subscription Upgrade | ROI | Return on Investment |
| AGB | AGB Nielsen | DTT | Digital Terrestrial Transmission | IPL | Indian Premiere League | RR | Remote Record |
| AMS | Audience Measurement System | DVD | Digital Versatile Disc | IPPV | Impulse Pay Per View | RWC | Rugby World Cup |
| AP | All People | EBITDA | Earnings before Interest Tax Depreciation & Amortisation | IPTV | Internet Protocol Television | SaaS | Software as a Service |
| ARM | Advanced Rights Management | EOL | End of Life | ISU | Impulse Subscription Upgrade | SANZAR | South Africa, New Zealand and Australia Rugby |
| ARPU | Average Revenue per User | EOY | End of Year | KPI | Key Performance Indicator | SBO | SKY Box Office |
| ASO | Analogue Switch Off | EPG | Electronic Programme Guide | LNb | Low Noise Block Converter | SD | Standard Definition |
| BCU | Broadcast Centre Upgrade | EPO | Enterprise Project Office | LYR | Last Year | SIP | Session Initiated Protocol |
| BP | Bookable Promo | EPMO | Enterprise Portfolio Management Office | MAM | Media Asset Management | SMS | Subscriber Management System |
| BOM | Bill of Materials | ERP | Enterprise Resource Planning | MED | Ministry of Economic Development | STB | Set Top Box |
| CA | Conditional Access | EST | Electronic Sell Through | NAS | Network Attached Storage | SOA | Service Orientated Architecture |
| CAPEX | Capital Expenditure | FCF | Free Cash Flow | NPAT | Net Profit After Tax | SSO | Single Sign On |
| CBA | Cost Benefit Analysis | FGF | Friend get Friend | NRL | National Rugby League | SVOD | Subscription Video on Demand |
| CCI | Consumer Comfort Index | FTA | Free to Air | NZOA | New Zealand On Air | TCL | TelstraCLEAR |
| CDN | Content Delivery Network | FTE | Full Time Equivalent | OD | On Demand | TSR | Tier Structure Review |
| CMS | Content Management System | GDP | Gross Domestic Product | OMP | Online Media Platform | TVNZ | Television New Zealand |
| CPI | Consumer Price Index | GE | General Entertainment | OPEX | Operational Expenditure | TVOD | Transactional Video on Demand |
| CPS | Cents per Share | GST | Goods and Services Tax | OSB | Outside Broadcast | UFB | Ultrafast Broadband |
| CPVH | Cost per Viewer Hour | GUI | Graphical User Interface | OTT | Over the Top | UHF | Ultra High Frequency |
| CRM | Customer Relationship Management | HD | High Definition | PAN | Panorama Road | UI | User Interface |
| CSR | Customer Service Representative | HDR | High Dynamic Range | PMO | Project Management Office | UX | User Experience |
| CSS | Customer Self Service | HDTV | High Definition Television | PPV | Pay Per View | VDSL | Very High Speed Digital Subscriber Line |
| CWG | Commonwealth Games | HTS | Hybrid Television Services | POC | Proof on Concept | VFNZ | Vodafone New Zealand |
| DDS | Dynamic Decisioning System | IBC | International Broadcaster Centre | POP | Point of Presence | VOD | Video on Demand |
| DM | Direct Marketing | IBMS | Integrated Broadcast Management System | PS3 | Playstation 3 | WFM | Work Force Management |
| DR | Disaster Recovery | ICC | International Cricket Council | PSB | Public Service Broadcasting | YOY | Year on Year |
| DRM | Digital Rights Management | IDTV | Integrated Digital Television | PSP | Playstation Portable | | |