

Three strands to our strategy

1

Sustain the core

2

Strengthen
automotive

3

Develop new markets

Summary of KPIs (2023-25)



Good progress



Steady progress



Limited progress

Objective	Key Performance Indicators	Progress
Established markets	- Significant progress in key markets: Switzerland, UK, Germany, France, Italy, NL, Belgium and Australia - Positive progress in Central and Eastern Europe	See next slide
DAB / DAB+ Coverage	Target 70% in Europe by 2025 (65% at end 2022; now 65.6%)	
DAB / DAB+ consumer receiver sales	In DAB markets, increase % of radios sold with DAB / DAB+ to 55% by end 2025 (44% in Q3 22 - now 47%)	
DAB / DAB+ audience	<i>Details to be provided by individual countries</i>	TBC
Digital radio in cars	In Europe, keep >95% of new cars coming with DAB+ by 2025, improve position in light commercial vehicles (61% in 2021; target to have EECC extended to LCVs by end 2025)	
New territories	- Progress in Spain - Commitment to launch in three new markets outside Europe	
Members	Retain membership at 112 (now 114)	

Global roll-out – target for end 2025



Good progress



Steady progress



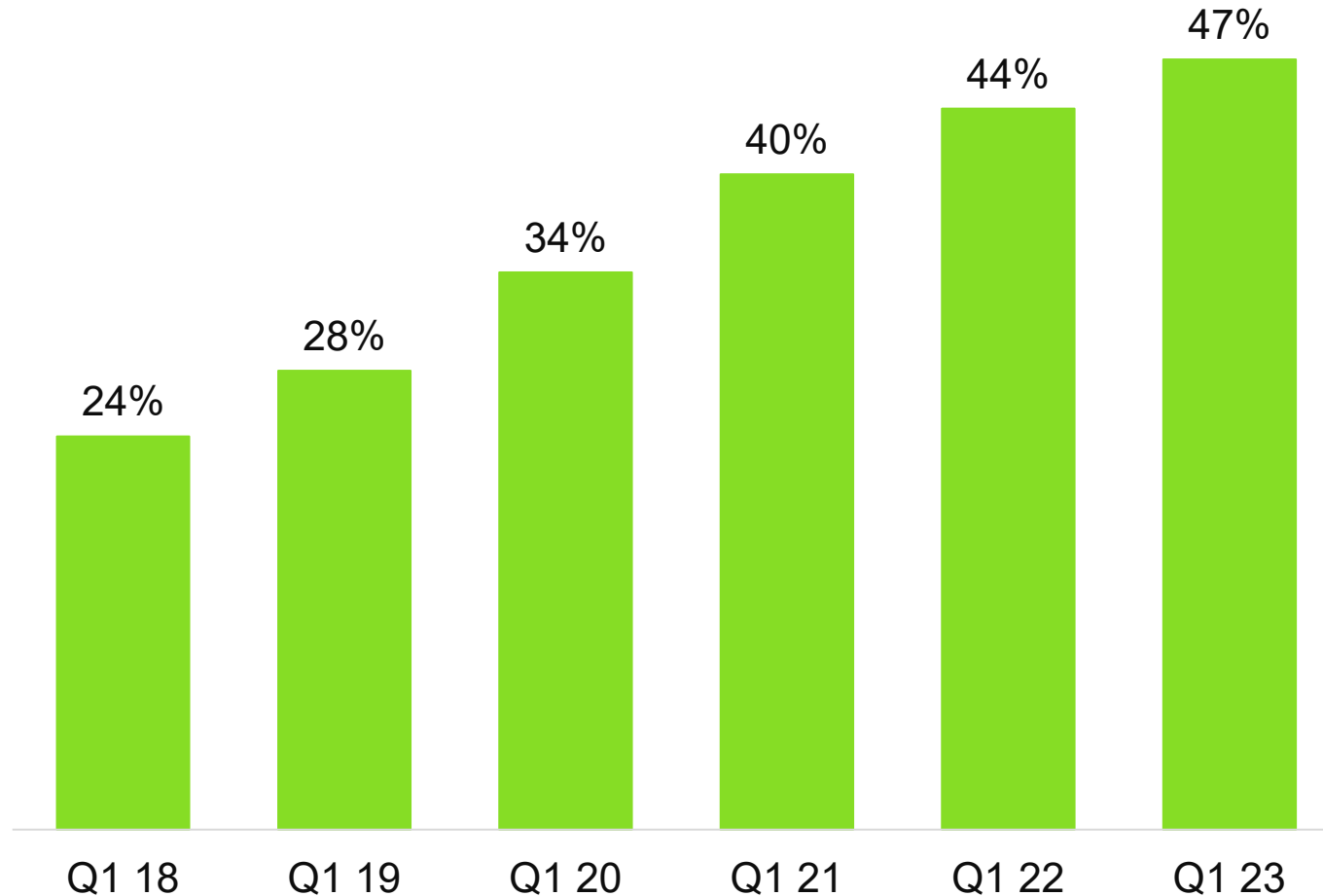
Limited progress

Countries in red targeted to have moved up a level from 2022

Level	Definition	Target for end of 2025 ^{1,2}	Progress
DSO complete	Digital switchover completed	Norway, Switzerland	
Advanced	Listening hours >70% digital	UK (Q1 67.6% - Q3 22 66.0%)	
Established	>20% household penetration	Australia¹, Denmark, Germany, Netherlands, Belgium, Italy, France	
Developing	>10% household penetration	Austria, Croatia, Czech Rep, Poland, Slovenia, Sweden, Tunisia, Kuwait,	
Launch	Coverage >40% of population	Luxembourg, Algeria, Thailand	
Commitment to launch	- Legislation/launch discussed/planned - Trials on air	Spain, Bulgaria, Greece, Slovakia, N Macedonia, Serbia, Turkey Bahrain, Jordan, Oman, Qatar, Saudi Arabia, UAE, South Africa Vietnam, Indonesia, Malaysia	

In Europe, % of consumer radios with DAB getting closer to 55% target

New consumer radios with DAB as standard



- Strong progress over last five years
- Q1 2023: highest ever
- Should be close to target of 55% by end of 2025

Underlying issue for DAB sales remains the decline in total radio sales

New consumer radios with DAB as standard

	DAB sales	Year on year growth	Total radio sales	Year on year growth	DAB share of total
Apr 22 – Mar 23	3,951	-11%	8,866	-15%	45%
Apr 21 – Mar 22	4,422	+2%	10,404	-10%	43%
Apr 20 – Mar 21	4,341	+14%	11,562	-9%	38%
Apr 19 – Mar 20	3,796		12,669		30%

Up 4% over 3 years

Down 30% in 3 years

Good growth in DAB share