

# ANNUAL REPORT 2022



CHALLENGES  
ARENA

**OMMO**<sup>®</sup>  
*Just Beat It*<sup>™</sup>



# CONTENTS

Chairman's Message	03
MD & CEO's Message	04
Products & Solutions	06
Games	07
Corporate Information & Board of Directors	08
Subsidiaries & Branches	09
Report on Corporate Governance	13
Board's Report	35
Management Discussion & Analysis	61
Business Responsibility & Sustainability Report	69
Independent Auditor's Report	97
Financial Statements	108
Independent Auditor's Report on the Consolidated Financial Statements	166
Consolidated Financial Statements	174
Notice of the 22 <sup>nd</sup> Annual General Meeting	231

# OVERVIEW



**54**  
COUNTRIES



**101**  
CUSTOMERS



**26**  
MILLION  
Tones App Installs



**6.4**  
MILLION  
Monthly Active Visitors  
(Video & Editorial)



**74.7**  
MILLION  
Monthly Users (Active Base)

# CHAIRMAN'S MESSAGE



**François-Charles Sirois**  
Executive Chairman

## Dear Shareholders,

We completed the year 2021-22 with a terrific growth trajectory for our gaming products. The team is executing our mission to lead with excellence in cutting-edge mobile gaming and entertainment. This great traction was the foundation of our 2025 vision, setting clear, bold objectives that leverage all assets in the company. We have a customer and consumer-first approach, developing engaging products adapted to local markets with a global premise. One of the key pillars of our strategy resides in our current base of partnerships with over 100 mobile operators signed by our dedicated team, which has been deploying services and activating millions of subscribers for over 22 years.

Over 20 new contracts were signed with mobile operators during the year 2021-22 with our Challenges Arena product, and already in this fiscal year 2023 alone, an additional 20 new contracts were concluded with this product. This is generating a great deal of interest from the new markets, as these latest additions are equally excited to launch ONMO in the upcoming year. With this level of a notice on the international scene, we set our 2025 objective to sign and deploy our gaming platforms with over 200 mobile operators.

Our gaming product strengths, engagement and monetization make a strong winning business case for operators of all ranges, from legacy 3G to 4GLTE and now 5G operators. We are engaging all the company's resources to deliver on this promise. Our expertise in managing tones & mobile entertainment services, as well as the relationships we've built with the mobile operators for over 22 years, is beneficial and crucial in the expansion of our ONMO gaming servers. We have a team of 600 employees globally; 350 are solely dedicated to signing operators, deploying servers which presently includes an infrastructure of about 2500 servers, and managing activation jointly with operators. We plan to build an extensive global edge computing network exclusively focused on cloud gaming and become the best gaming platform on edge by 2025.

Activating millions of subscribers is in our DNA. We currently have 75 million paying subscribers across our services. With the addition of our new gaming suites, distributed through both mobile operators and directly to consumers, we expect to have over 250 million subscribers in the next three years. A fantastic growth will be possible with significant marketing investments but certainly generating much greater revenues and profitability.

As our last objective, we aim to enter the enterprise market, a step we feel we have taken by offering our gaming platform as a service which has opened the gamification market. It is new for the company to serve the enterprise market, but we believe it is a necessary step to enlarge our distribution trajectory using our core gaming platforms. Many enterprises have approached us in the past year with gamification requirements which are a subset of what we currently deliver for mobile operators. We plan to add specific SAAS-based expertise to our team while we build the necessary marketing, onboarding, and reporting tools, to launch a strong gamification offer in the next year.

Finally, I take this opportunity to thank all our shareholders for supporting us over the years. And a very special thanks to our board members and the OnMobile team for your strong dedication to the company, making us achieve success. 3

# MD & CEO's MESSAGE



**Sanjay Baweja**

Managing Director & Global CEO

## **Dear Shareholders,**

We started the last financial year, 2021-22, with aspirations, together with a lot of determination to make new products for creating our path to revenue growth and higher profitability. I must say that our company has been successful in forging ahead with its first new mobile gaming product, Challenges Arena (CA), wherein we started and continued to double the revenue every quarter for all the quarters of last year. Our other new product, ONMO, both on the Business to Business (B2B) and Direct to Consumers (D2C) sides, is also showing decent traction to indicate it will follow the path of growth; like for CA, we are looking for an even steeper trajectory for ONMO.

## **Laying the foundation for the future**

The year 2021-22 has ended by setting us up very nicely for moving on from the era of stability and revenue degrowth into an epoch of sustained growth, which will come together with high profitability over the next few quarters and beyond. The passing year saw us getting impacted by currency which led to a slight reduction in the revenue stream from Video, although the Tones revenue was

stable. We could just about maintain revenue thanks to good growth in CA. One critical aspect of this growth for CA is the new labels that we are getting, more than 50% of the customers of CA are new to OnMobile, which not only gives us confidence about our product but also gives us the opportunity to tap these customers for our Tones and other legacy business in the future which will help us enhance the prospects of continued growth in Revenue.

## **Challenges Arena**

At the end of the year, we have for CA 16 live customers with about 1.33 million active users. We also have agreements with ~30 customers and live discussions with many more. The team aims to get a minimum of 50 customers live by the end of 2022-23. I believe this will lead us to a robust 6X + growth in CA Revenue over the completed year. Another aspect of this surge in revenue and customers will be our focus on increasing our customers across the globe, including Europe and the Americas, where while the number of consumers may be limited, the ARPU per consumer is likely to be significantly higher as compared to Asia and Africa, where we have the majority of our customers today. I certainly believe that CA will become a significant part of our revenue portfolio over the next three years, perhaps as big or bigger than the current products.

## **ONMO – Our Gaming foray**

The ONMO launch has started on a good note, giving us good traction across customers we already had at the end of the year ten agreements with the customers. ONMO revenue and customer sign-ups are likely to follow the trajectory of CA, although about 15 months behind. This gives me confidence that our revenue growth based on the two new products, ONMO and CA, will continue into the next few years and eventually become much more significant than our existing legacy products.

## **Intellectual Property Rights**

Our Company has filed patents on two key innovations in ONMO to secure our Intellectual Property advantage globally over any current or future competition. First is around our ability to carve out the best parts of popular mobile games as 'moments' for users to enjoy with friends and compete over. 'Moments' is a key differentiator and a reason for excitement around ONMO among critical stakeholders in the ecosystem - Consumers, Telcos and Content Providers. Strategic capabilities from each of our acquired R&D centers in Sweden (Appland) and Canada (RobO) are tightly coupled to deliver moments, making it difficult to replicate and further secured through a patent.

Second, we ensure that real money competitions are enabled only on games established as a game of skill. To help this, we have built and filed a patent for systems that can automatically evaluate the skill level required for any video game based on game samples from players. This safeguards players' trust in ONMO by extending a fair chance to all participants.

## **Profitability**

The year 2021-22 did not necessarily hold a bright spark for us on profitability; the currency Euro did not help; while we did well in containing our manpower costs, the new product launches in various geographies led to a considerable increase in our marketing costs, having said that the marketing costs will settle down and as we continue to grow revenue for our new products the profitability is likely to be much better since these products are high on their gross margin and we are targeting a significantly high profitability profile as we move towards the end of the year 2022-23 and thereon.

## **Commitment to society and community health care**

Our Company currently supports the Bangalore unit of Sankara Eye Foundation, India, which works towards eliminating curable blindness and VAANI, which works in the area of communication and enablement

of hearing-impaired kids in remote parts of Karnataka.

## **Value for our Stakeholders**

We endeavour to create value for all our stakeholders, be it our shareholders, customers, vendor partners and employees. We have seen considerable value growth in our share price over the last year compared to the benchmark indices; our board has recommended a 15% dividend in the current year. We will continue to have a fair arrangement with our partners to ensure that we engage with them in long-term relationships. We will ensure that our customers get value maximization due to our new products, which will add considerable revenue.

## **Great Place to work**

I am pleased to inform you that this year our Company achieved the coveted status of 'Great Place to Work' (GPTW) for OnMobile India for April 2022-23. This is the first step in our quest to build a High-Trust, High-Performance Culture. GPTW Institute is the global authority on building, sustaining and recognizing High-Trust and High-Performance culture at workplaces. The team is clearly devoted to a continuous improvement mode on employee engagement.

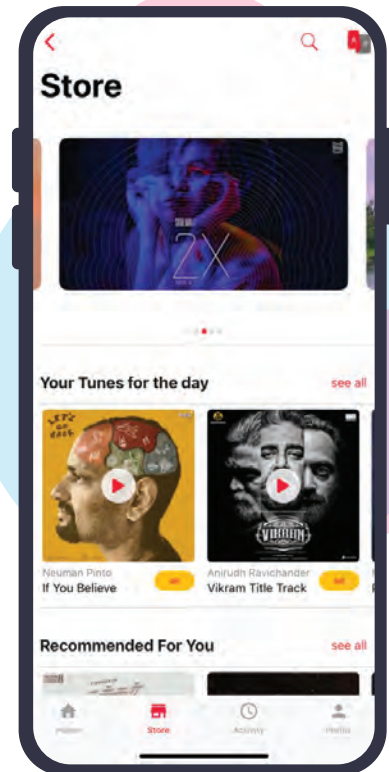
Finally, our success in all arenas was made possible by the leadership team's passion and the commitment and tenacity of every employee across the globe. For this, I am deeply appreciative of each employee. We value our employees and will continue to improve the remuneration percentile of our employees as we go forward; we believe that we do not necessarily compare well with our peers.

On behalf of the leadership team, I would like to reiterate our commitment to creating superior shareholder value in the years to come as we continue to sharpen and augment our strategy as the foundation for accelerated profitable revenue growth.

# PRODUCTS & SOLUTIONS

## Tones (RBT)

- 59 M subscribers, 45 Operators globally, 26 M app installs
- Total App downloads touched close to 26 Million and the digital revenue contribution has increased from 10% in FY'21 to 15% in FY'22
- Tones' digital active subscribers have increased from 1.2 Million in FY'21 to 1.6 Million in FY'22
- New Operator Onboarded: Dialog Sri Lanka



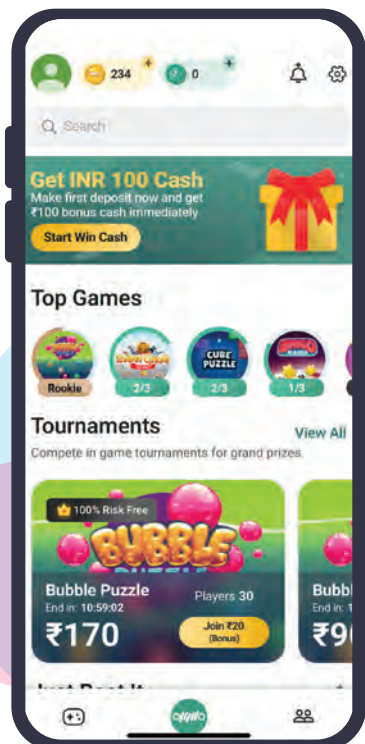
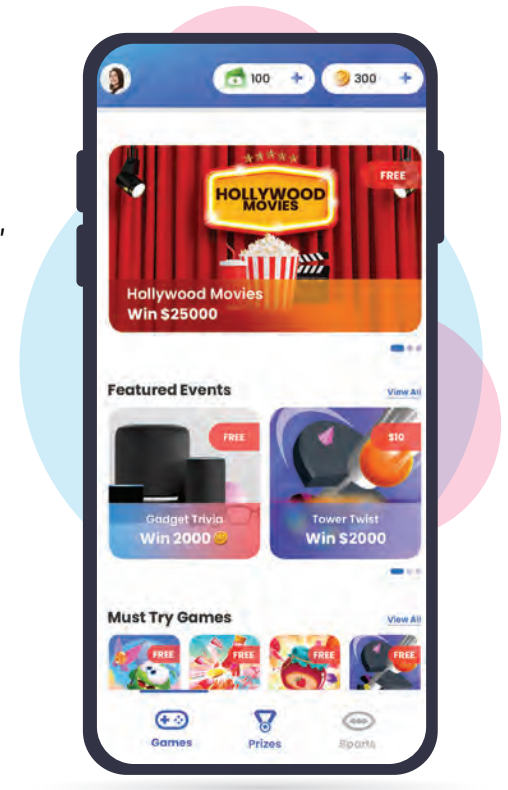
## Videos, Contests & Others

- These products account for 14.6 M subscribers globally
- Launched many new premium services like NBA Pass League, Blackpills, TVPlayer, Cuore Xtra, etc. to cater to the customers better
- We have successfully migrated from Brightcove to our in-house developed content streaming platform (MADE) to reduce the cost of streaming
- Improved customer acquisition flows and introduced OTP-based flows for premium services
- The platform's returning user base increased to 35% in FY'22 from 29% in FY'21

# GAMES

## Challenges Arena

- Launched as Mobile Quiz, Trivia, Puzzles Gaming Product, Challenges Arena had an excellent consumer response reaching players across 16 customers spanning Asia, the Middle East and Africa
- The product reached 5 Million Gross adds and generated 9 Million Gameplays by the end of March 2022
- With 1.33 Million Active users on the platform by the end of FY'22, the platform's returning user base increased to 35% in FY'22 from 29% in FY'21
- Hosting 18 thousand Trivia and many instant games in 14 languages, multi-language support has been the key to product adoption and engagement



## ONMO

- Positioned as Social eSports platform for everyone
- Cash feature launched across India in all permissible states
- Secured global trademark for "Just Beat It" as the tagline
- Rolled out under Gaming Zone of Chingari App
- Approximately 85 games & 4000 moments live on ONMO as on Mar'22
- 10 B2B agreements signed already and more in the pipeline

# Corporate Information and Board of Directors

## Board of Directors

François-Charles Sirois	Executive Chairman
Sanjay Baweja	Managing Director and Global CEO
Sanjay Kapoor	Independent Director
Gianluca D'Agostino	Independent Director
Geeta Mathur	Independent Director
Steven Fred Roberts	Non-Executive Director
Paul Lamontagne	Independent Director

## Board Committees

### Audit Committee

Sanjay Kapoor	Chair
Geeta Mathur	Member
François-Charles Sirois	Member
Paul Lamontagne	Member

### Nomination and Compensation Committee

Gianluca D'Agostino	Chair
Sanjay Kapoor	Member
Steven Fred Roberts	Member

### Stakeholders Relationship Committee

Sanjay Kapoor	Chair
Gianluca D'Agostino	Member
François-Charles Sirois	Member
Paul Lamontagne	Member

### Corporate Social Responsibility Committee

Geeta Mathur	Chair
Steven Fred Roberts	Member
Sanjay Kapoor	Member
François-Charles Sirois	Member

### Risk Management Committee

Geeta Mathur	Chair
Steven Fred Roberts	Member
Gianluca D'Agostino	Member
Paul Lamontagne	Member

### Investment Committee

Paul Lamontagne	Chair
Gianluca D'Agostino	Member
Steven Fred Roberts	Member

\*The constitution of the Board and Committees is as on May 19, 2022

## Chief Financial Officer

Asheesh Chatterjee

## Company Secretary

P V Varaprasad

## Statutory Auditors

B S R & Co. LLP

## Internal Auditors

Ernst & Young LLP

## Bankers

Kotak Mahindra Bank Limited

Standard Chartered Bank

IndusInd Bank Limited

Citibank N A

ICICI Bank Limited

Stanbic Bank

Eco Bank

Royal Bank of Canada

Caixa Bank, Spain

Standard Bank, South Africa

Skandinaviska Enskilda Banken, Sweden

HSBC Bank, Bangladesh

## Registered Office

Tower#1, 94/1C & 94/2,  
Veerasandra Village, Attibele Hobli,  
Anekal Taluk, Electronic City Phase 1,  
Bengaluru-560 100, Karnataka, India  
T +91 80 4009 6000; F + 91 80 4009 6009  
CIN: L64202KA2000PLC027860  
E: Investors@onmobile.com  
www.onmobile.com

## Registrar and Share Transfer Agent

KFin Technologies Limited  
Selenium Tower- B, Plot No. 31 & 32, Financial District,  
Nanakramguda, Serilingampally Mandal, Hyderabad – 500 032,  
Telangana  
Toll free No. 1-800-309-4001  
E: einward.ris@kfintech.com