

SAREGAMA INDIA LIMITED

MUSIC | FILMS | WEB SERIES | TV SERIALS

“WOH SIKANDAR HI
DOSTON,
Kehlata hai.
HAARI BAAZI KO
JEETNA,
JISE AATA HAI”

RECLAIMING THE LEADERSHIP POSITION !



BOARD OF DIRECTORS

Dr. Sanjiv Goenka
(DIN: 00074796)
Chairman (Non-Executive)

Mrs. Preeti Goenka
(DIN: 05199069)
Non-Executive Director

Mrs. Avarna Jain
(DIN: 02106305)
Non-Executive Director

Mr. Vikram Mehra
(DIN: 03556680)
Managing Director

Ms. Suhana Murshed
(DIN: 08572394)
Non-Executive Independent Director
(w.e.f March 23, 2021)

Mr. Santanu Bhattacharya
(DIN: 01794958)
Non-Executive Independent Director

Mr. Arindam Sarkar
(DIN: 06938957)
Non-Executive Independent Director

Mr. Noshir Naval Framjee
(DIN: 01646640)
Non-Executive Independent Director

Mr. Umang Kanoria
(DIN: 00081108)
Non-Executive Independent Director

Ms. Kusum Dadoo
(DIN: 06967827)
Non-Executive Independent Director
(period June 5, 2020 - Feb 4, 2021)

Registered Office - Kolkata
33, Jessore Road, Dum Dum, Kolkata - 700028,
West Bengal.
Phone: (033) 2551 2984, 2551 4773
e-mail: co.sec@saregama.com
CIN : L22213WB1946PLC014346
Website : www.saregama.com

Head Office - Mumbai
2nd Floor, Spencer Building, 30, Forjett Street,
Grant Road (W), Mumbai – 400 036
Phone: (022) 6688 6200

Regional Offices

Delhi
A-62, 1st Floor, FIEE Complex, Okhla Industrial Area,
Phase – II, New Delhi – 110 020
Phone: (011) 4051 9759

Chennai
Door No. 2, 3, 4 & 5, 3rd Floor, Kasi Arcade, No. 116,
Thyagaraya Road, T. Nagar, Chennai – 600 017
Phone: 044 – 28151669 / 70 / 72 / 75

Chief Financial Officer - Mr. Vineet Garg

Company Secretary - Ms. Kamana Goenka

Bankers
Punjab National Bank (erstwhile United Bank of India)
State Bank of India
ICICI Bank Limited

Statutory Auditor
BSR and Co. LLP, Chartered Accountants
(ICAI Firm Registration Number - 101248W/W-100022)

Internal Auditor
Ernst and Young LLP

Secretarial Auditor
MR & Associates

Cost Auditor
Shome and Banerjee

Legal Advisor
Khaitan & Company

Registrars and Share Transfer Agent
MCS Share Transfer Agent Ltd.

BUSINESS OVERVIEW

Overview	2
Key Performance Indicators	14
Management Discussion and Analysis	16
Environment, Social and Governance	22

STATUTORY REPORTS

Board's Report	26
Business Responsibility Report	44
Report on Corporate Governance	49

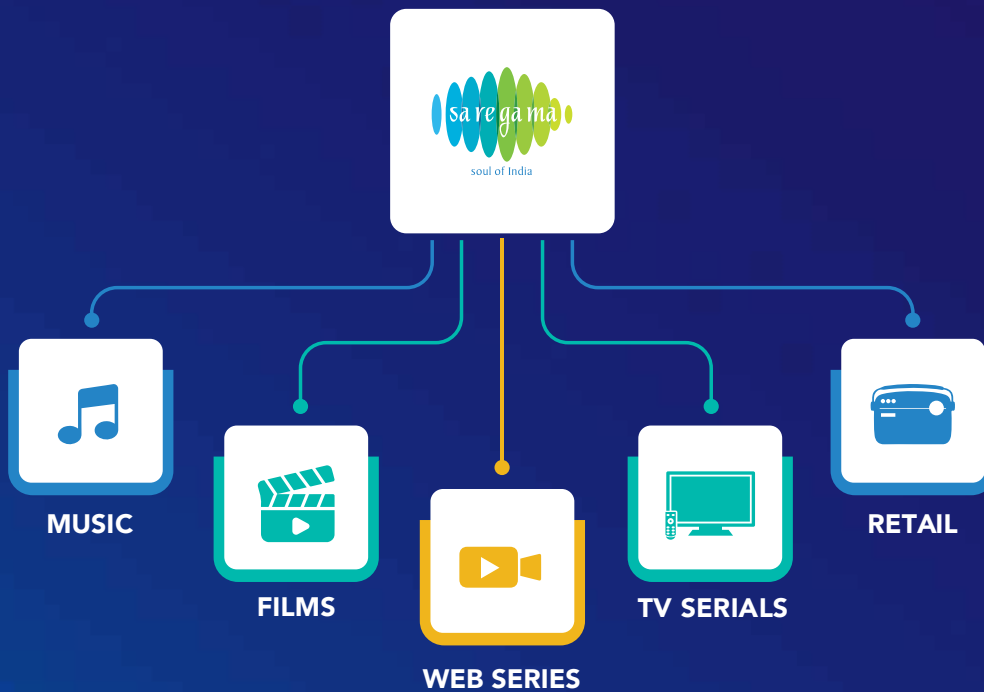
FINANCIAL STATEMENTS

Independent Auditors' Report on Standalone Financial Statements	67
Standalone Financial Statements	74
Independent Auditors' Report on Consolidated Financial Statements	134
Consolidated Financial Statements	140
Statement under Section 129(3) of the Companies Act, 2013 in Form AOC-1	197

Notice of Annual General Meeting	198
----------------------------------	-----



SAREGAMA INDIA'S ONLY ENTERTAINMENT COMPANY INTO



MUSIC

India's Largest Music IP

130k⁺
Songs

RETAIL BUSINESS

Distribution network

30k⁺
Retailers

FILMS IP

Content IP rights of

61
Films

TELEVISION SERIALS

Content IP rights of

6k⁺
Hours of Television Serials

To take pole position as a
PURE PLAY CONTENT COMPANY,
 capitalising on the global boom in
 content consumption driven by higher
 smartphone penetration, lower data
 costs and COVID - accelerated digital
 adoption

MONETISATION OF EXISTING IP

- Through licensing to EVERY 3rd party digital and TV platform.
- Carvaan transitioning from being a Product with only one-time margin to a Platform with upfront margin and recurring advertising and subscription revenue.
- Strengthening of copyright societies.

BUILDING OF NEW IP

- Cementing leadership position with New film and non-film music acquisition across Hindi, Tamil, Bhojpuri, Punjabi, Gujarati, Telugu and other regional languages.
- Producing Thematic films & series, with Story as the only hero, targeted at youth. Focus on Regional language content. Revenue primarily from licensing to digital platforms. Scale enabling lower cost of production.

IP CREATION
OVER NEXT 3 YEARS

20-25%

Market Share
in New Music

50

New Films
and Web Series

1200-1500

Hours of
new TV serials content

MUSIC SEGMENT

Saregama is India's oldest music label with the largest library of intellectual property rights (130k+) related to songs, film dialogues, background scores in its bouquet. To put things in perspective, a new music label acquiring music of 200 films per year (typical movie has 5 songs) will take 100 years to build a library of this size.

This library includes music from the likes of Lata Mangeshkar, Kishore Kumar, Asha Bhonsle, RD Burman, Naushad, Mohd. Rafi, Jagjit Singh, MS Subbalakshmi, Pt. Ravi Shankar, Ustad Bismillah Khan, Ilaiyaraaja, Gulzar, Sahir Ludhianvi etc.

The recent additions have been from Arijit Singh, Badshah, Rochak Kohli, BPraak etc.

***It's not just music,
it's India's cultural
heritage***

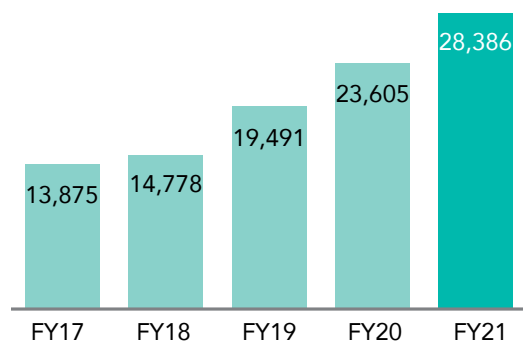
Unlike some of the international music labels, Saregama's song IP ownership includes both the Master (actual song) and Publishing rights (lyrics, composition) across all media for global territory. All adaptations of these songs need Saregama's approval. Each of these songs is fully digitized with rich meta data behind it, making the song selection process easier for the end user.

Both the Quality and Quantity of Saregama owned songs ensure that every music and video platform (digital and TV) trying to target 1/6th of humanity, gets into a licensing partnership with Saregama



Fast Growing Licensing Revenue...

Growth in Licensing Revenue (INR Lakhs)



* One time income of INR 1,547 Lakhs (FY21) and INR 207 Lakhs (FY20) are excluded

...On account of

1. Growing Popularity of Catalogue Music
2. Investment in new Music
3. Riding the wave of increasing Regional content consumption

Transformation of Music Business



Predictable Recurring Revenue



Minimal Recession Risk



Increasing value of Catalogue



Less hit-driven than in the past



Limited, if any, Seasonality



Music Distribution done by the biggest & best capitalised global tech companies

**MUSIC
SEGMENT**
(continued)

IP CREATION

The company has started enhancing its catalogue of Music Intellectual Properties through new film music acquisitions across Hindi, Tamil and Telugu films and non-film songs across Punjabi, Bhojpuri, Gujarati and Hindi languages.

The selection process is both data driven and intuitive in nature with high focus on Monetisation and Return on Investment. It takes into consideration the last 3 years track record of the singer, music composer, lyricist, actors, production house and the popularity of the music genre. This is combined with a music listening session by the content and marketing teams. The company also continuously re-interprets existing songs through new age artistes targeting the younger age group.

The company recently acquired music rights of the next set of films of India's biggest film directors, Sanjay Leela Bhansali and Shankar. It also released the biggest musical hit of the year, Paani Paani by Badshah.

PAANI PAANI
This latest song trended at no. 1 position across all music streaming platforms, social media and YouTube



**MUSIC
SEGMENT**
(continued)

IP MONETISATION

Saregama adopts a 2-pronged approach for monetizing its music

SAREGAMA

LICENSING
to third-party
platforms

A

RETAILING
directly
through carvaan

B

The company's evergreen catalogue remains the preferred choice for music streaming platforms, TV channels, web series, brand advertisements etc. With Covid giving wings to digital adoption, we expect this trend to accelerate further.

Saregama's music IP got used 85B times in FY21 across audio OTT platforms, Youtube, radio stations, TV channels, Social Media etc.

A. Licensing to third-party platforms

A.1. Music Streaming Platforms (OTT)

Saregama licenses its music for online streaming to various Indian and global music streaming platforms. This segment has grown in the past by 40% yoy and is expected to grow even faster now as economies open up and life comes back to normal post-pandemic.

Over the last year and more, extended Stay-at-Home due to Covid-19 lockdown has resulted in a sharp growth in both first-time users as well as number of streams per user as digital adoption got accelerated by 3-5 years.

Music Streaming is substantial, fast growing, predictable & capital light, growing annuity with high revenue visibility

MUSIC SEGMENT (continued)

IP MONETISATION

A. Licensing to third-party platforms

A.2. Broadcast Platforms – TV Channels, Brand Advertising

The company Licenses its music to Television Channels for use in various TV serials, reality shows, promotions, etc. and also to Production houses for use in ads running on TV, Digital including Social Media and Radio. Saregama has built a browser-based search functionality, using the song metadata, helping content creators find the best song fit for their situation.



A.3. Video Streaming Platforms

With the rising popularity of video streaming in India, platforms like Netflix, Disney+ Hotstar, Amazon, MX Player etc are aggressively investing in Indian content. Most of these new shows license Saregama owned music, for the global territory, thus creating a rapidly growing revenue stream for the company.

