

Chairman and Managing ***DIRECTOR'S MESSAGE***



“ I see India’s gaming industry as more vibrant than ever. Being the only listed Company in the gaming space, our strategies and growth agenda inspire us to embrace the underlying opportunities and build a sustainable future for the organisation ”

Dear Shareholders,

It was an intense year characterised by an unending fight against the global pandemic. We would like to express our deepest sympathies to all those affected and pray for the earliest possible recovery for all who are suffering. We are navigating these challenges with our highest priority focused on the well-being of our employees, customers, business partners and communities we serve.

The world has embraced new ways of learning, working, living, socialising and playing. In the midst of this unprecedented crisis, entertainment through gaming has been an unrecognised 'essential' category. It has been historically observed, that humans have sought daily refreshment and enjoyment from entertainment. Be it in the form of movies, soap operas or more importantly gaming! If people's hearts are not healthy and content, they will be unable to overcome the overwhelming feeling of being locked up that pervades society.

I am proud to lead a Company that can create such a wonderful gaming entertainment

For us, this IPO is a milestone in the gaming industry in India. Our constant endeavours towards creating an addictive and engaging gaming platform will allow us to pursue our vision of making India as one of the top-three gaming nations of the world.

that keeps the community engaged and allows them to de-stress. While on one hand, we witnessed the rapid acceleration of digitalisation across all aspects of life, we further observed addition of large and engaged community of online gamers, on the other. People who were stuck at home sought alternative means of entertainment – in the form of gaming. The fast perception of the gaming segment as a prime source of entertainment, has led to the industry becoming resistant to recessionary slowdowns and is expected to sustain in the future.

We wish to particularly acknowledge and thank the Board and Senior Management for their commitment, focus and leadership throughout the period. We also reiterate our gratitude to our employees, whose compassion and care for each other, along with their absolute determination to deliver on commitments and willingness to adapt and innovate has been vital to getting the business to where it is today.

We have entered the new fiscal with excellent operational momentum, a proven strategy, strong team engagement and belief of a

sustainable growth for the benefit of our shareholders and all stakeholders. With strong cash balance and synergies within the group, we will continue to expand our customer-engaging offerings and further consolidate our leadership. The journey for Nazara has just begun, and we are ready to accelerate.

Thank you for your ongoing interest and support.

Yours sincerely,

Vikash Mittersain
Chairman and Managing Director

Founder and Joint Managing **DIRECTOR'S MESSAGE**



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“ Nazara’s foundation was a dream. The one that aspires to see India become a large gaming nation in the years to come while we actively play our part in pursuing the goal. Today, we, as India’s first gaming company to go public earlier this year, have heralded what I’d like to call the ‘Decade of Gaming’ for India. ”

Dear Shareholders,

I believe the coming years would see gaming generate more revenues than all other entertainment industries in our country. The opportunity landscape in this segment has strong tailwinds. It is aptly supported by the increasing penetration of affordable smartphones with one of the world's lowest data costs and efficient digital micropayment infrastructure. The fact that these phones double up as excellent gaming devices are a huge plus for the industry and thereby for Nazara as well. Together, the untapped opportunities and supporting factors make this an excellent time for us to benefit from. We are well placed to grow our business while delivering timely entertainment to millions of consumers.

I have seen the positive impact of gaming, especially on mobile phones, on our society across demographics first-hand. On one hand, we have products like 'Kiddopia' for a 3-year-old child, delivering learning in an entertaining format. On the other hand, we have an 88-year-old grandmother who plays word games on her mobile phone to be mentally active and beat loneliness. Hence, gaming offers something for everyone across age brackets.

Coming to our growth strategy, we believe that our 'Friends of Nazara' ecosystem is the ideal approach for Nazara to expand into multiple verticals of gaming quickly. It can help us bring our unique DNA to drive growth and market leadership in our businesses.

We expect this strategy to build a diversified & profitable platform that is resilient and can withstand disruptions caused by changing technology and consumer preferences seen in our industry. Our derisked model places us well to benefit from the many opportunities coming our way as the gaming industry scales up in our country.

We have already demonstrated success through the 'Friends of Nazara' ecosystem via Nodwin Gaming & Sports Keeda in esports and Paperboat Apps in Gamified Learning space. These areas have experienced rapid and multi-fold growth after our investments.

Going ahead, we will continue adding more 'Friends' to our network. Our strategy for the this network rests on three key pillars:

- ⇒ Acquiring majority stakes, while also leaving sufficient equity in the hands of

founders and management team, thereby continue motivating and incentivising them

- ⇒ Issuing Nazara equity to the same teams to align them with our Company's overall growth

- ⇒ Leaving near 100% operational control with the original team so they can continue building market domination in their respective categories as we work on value addition through our experience, network and synergies within the Nazara ecosystem

This structure gives us the ability to build an extraordinarily passionate and capable 'A' team for Nazara. It comprises passionate founders and capable managements. We believe a strong management team will be the cornerstone of success for any company in our business, and we will always enjoy a differentiated approach towards the same.

Our core DNA remains the same, but we intend to focus on:

- ⇒ Tangible, cash flow drive business that drives profitable growth

- ⇒ No debt on our books

- ⇒ Strong commitment towards corporate governance and transparency

- ⇒ Focus on LTV/CAC economics instead of chasing vanity metrics

As stated earlier, we will continue driving growth without incurring a large burn to achieve it. At the same time, we will also prioritise growth over margin optimisation for the foreseeable future. We believe achieving and sustaining market leadership in the verticals we operate, will always be critical for our long-term success.

On a concluding note, I would like to thank you for your support and confidence in Nazara. From where we stand today, I can assure you that we will approach all the opportunities and the work at hand with positive intent and maximum effort. The road, hereon, only leads forward towards growth and expansion.

With Warm Regards,

Nitish Mittersain

Founder & Joint Managing Director