Sector Spotlight:

Consumer Internet for “Bharat”

o3 capital | *Your Partners, Your Advisors*

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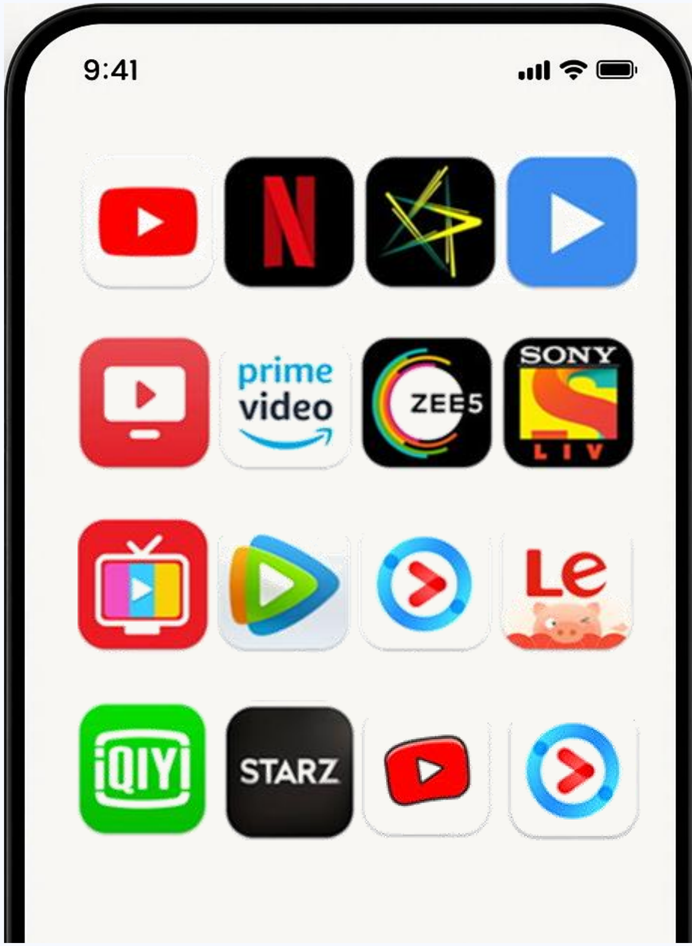


"India" vs "Bharat" - two distinct consumer cohorts: the top 10% highest earners vs. the rest

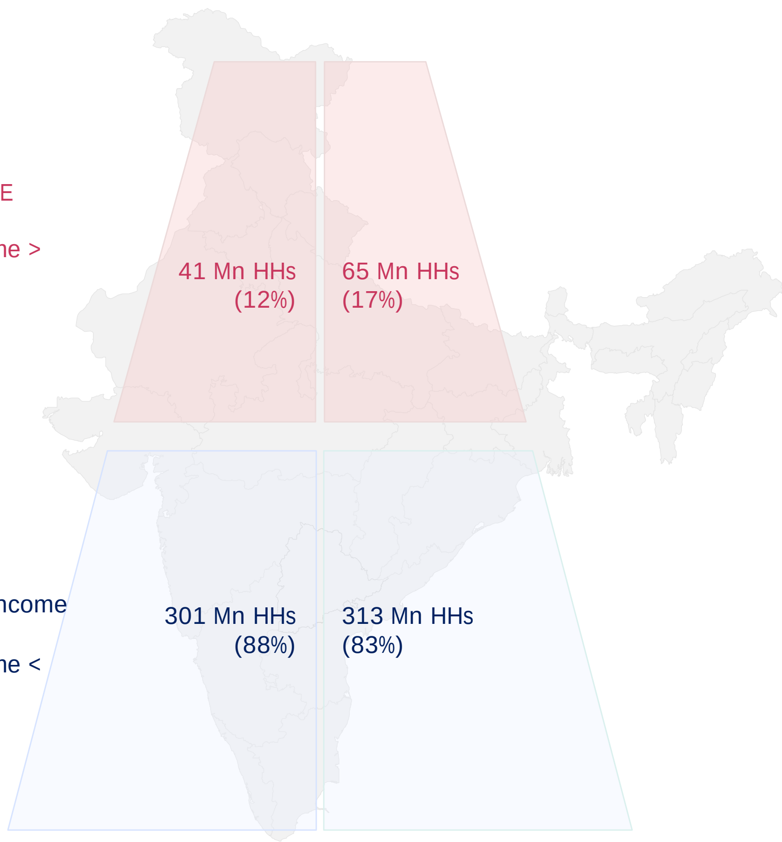
Households: c. 342 Mn

CY2024 CY2030P

Households: c. 378 Mn

"India"
HIGH-INCOME households
Annual Income > INR 1.1 Mn+

"Bharat"
Mid to low income households
Annual Income < INR 1.1 Mn+



Feature	"India" (Top 10%)	"Bharat" (Rest 90%)
Primary Language	English, Hindi, bilingual	Vernacular-first
Devices	Multi-device (mobile + laptop + smart TV)	Mobile-first
OTT Consumption	N, prime video, Disney+	MX PLAYER, YouTube + Micro-dramas & other regional OTTs
Social Media	Instagram, X, in	ShareChat
Ecom	a, NYKAA, M	meesho
Brand Affinity	Premium (Apple, Nike, etc.)	Value brands (Realme, Micromax)
Financial Services	Credit cards, UPI, mutual funds	UPI, Microfinance, BNPL
Content Style	Global, niche, aspirational	Vernacular, regional, practical

Source: Industry research

Consumer internet platforms in India have ultimately converged toward "Bharat" (Global → "India" → "Bharat")

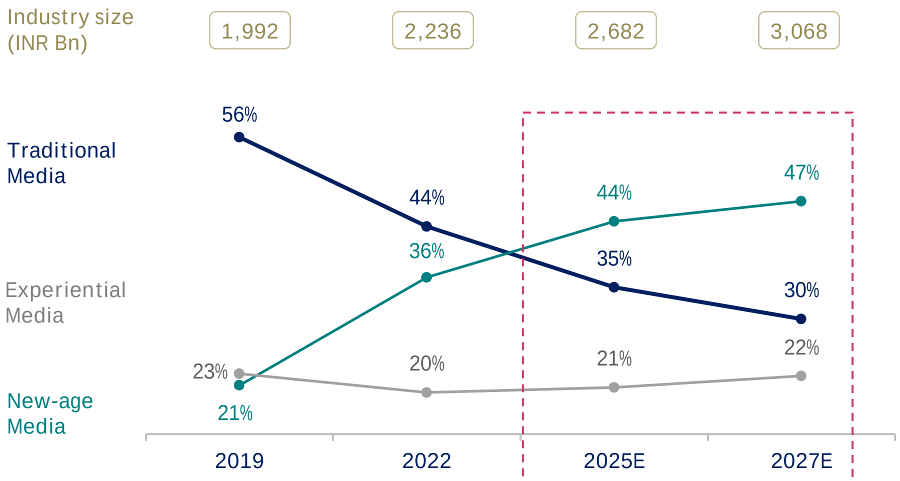
Focus Sector	Global platform	Competing platform for "India"	Evolved "Bharat" play	Disruption playbook
Ecommerce	amazon	Flipkart	meesho, DealShare, CITYMALL	▪ Value unlocked for "Bharat" through zero-commission social commerce, vernacular UI, and a hyper-affordable unbranded catalogue
Travel	Expedia, Booking.com	make my trip	ixigo	▪ Focusing on large, overlooked "Bharat" travel segments like rail and intercity bus; targeting mobile-first, price-conscious, non-English-speaking users
Mobility	Uber	OLA	rapido, namma yatri	▪ Inclusive mobility with "Bharat"-first formats (autos, 2Ws) and zero-commission, subscription-led monetization – later adopted by incumbents
Payments	PayPal, Alipay	Paytm, MobiKwik	PhonePe, BharatPe	▪ UPI-first payment models scaled rapidly by leveraging its open, interoperable framework (unlike closed wallets), driving merchant adoption, and benefiting from a zero-MDR regime
OTT	NETFLIX	hotstar	MX PLAYER, JioCinema	▪ Indian OTTs scaled by leveraging cricket rights, pioneering AVOD, and offering low-cost subscriptions ▪ Global incumbents like Netflix were forced to cut prices after subscriptions plateaued in India

- Global consumer internet disruptors entered India, with some gaining strong early footholds in the "India" segment
- Indian counterparts targeted the same top 10% cohort with localized features and differentiation
- "Bharat"-focused disruptors rose with deep localization and form-factor innovation, fueled by mobile-led internet democratization
- Many Incumbents serving "India" were forced to localize and adapt their playbooks to sustain growth

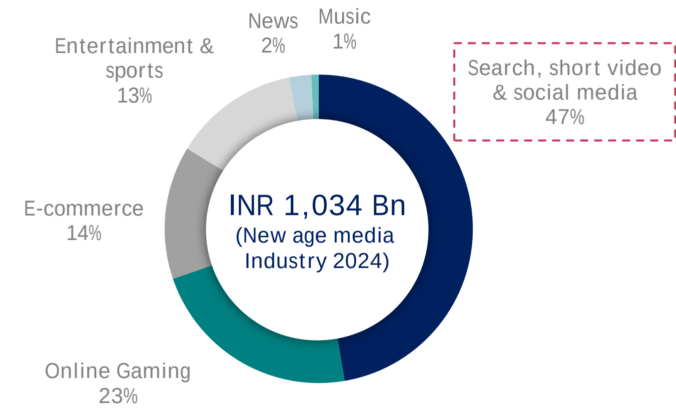
India’s consumer media & entertainment market is a $12B+ opportunity, shifting rapidly away from traditional media…

Rapidly evolving landscape where new-age media now surpasses traditional verticals

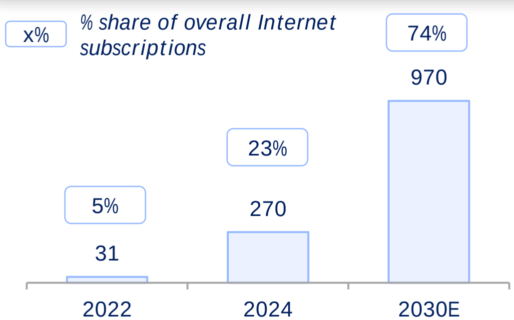
New-age media is set to overtake traditional media



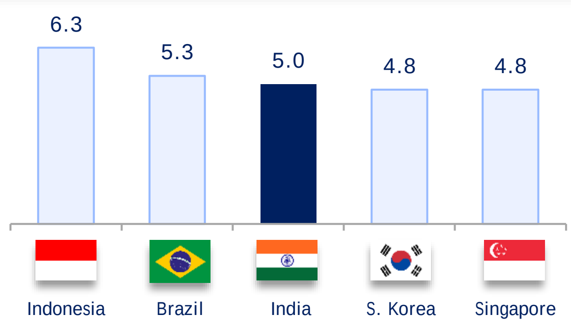
~50% of new-age media revenues flowing from social media / short video



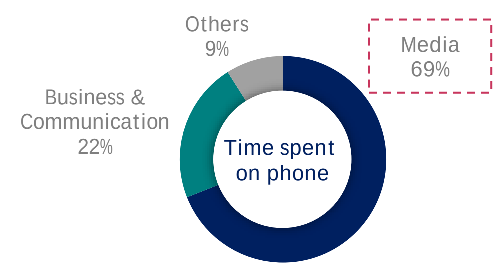
Driven by democratized mobile and internet access



5G subscriptions in India (in Mn)



Number of hours spent on phone per day



Category breakup of time spent on phone

Source: EY Media report, o3 analysis

…and being swiftly democratized across regions through widespread smartphone and internet access…

In India, 3/4th of entertainment consumption is driven by mobile and internet[1]

App Store	63%
OTT	13%
Movies	14%
Cable TV	3%
Audio	10%
Others / General	10%

75%+

Of all spending on Entertainment are directed towards in-app purchases & OTT

OTT / Streaming

Audio

Podcasts

Social / live video

Micro-drama

E-books

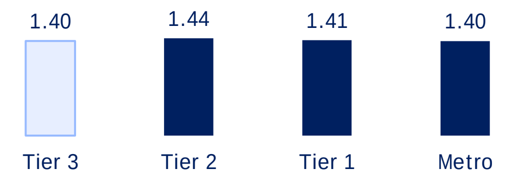
Widespread availability of internet & mobile devices has democratized entertainment access across tiers and income segments

Democratized entertainment spend across city tiers

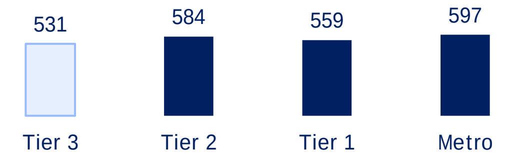
Parity in entertainment spend (volume and value) across city tiers

- Entertainment spending is largely driven by digital media, which is accessible across city tiers due to widespread smartphone and internet penetration
- Availability of regional language content on platforms has further broadened audience reach

Average number of transactions per person per month for entertainment-related expenses[1]



Average amount spent per person per month for entertainment-related expenses (INR)[1]



Source: PwC's report - How India spends: A deep dive into consumer spending behavior

Note: 1. Datasets are based on survey data referenced in the report, covering fintech users/borrowers across geographies (Tier 3 to metro cities) and income segments (INR <20,000 to >1,00,000) for CY23

…and unlike other large economies, it is shaped by deep linguistic, regional, and cultural diversity

Vernacular landscape of India

Linguistic diversity

5+

Languages with > 100 mn native speakers : Hindi, Bengali, Marathi, Telugu, Tamil among others

Movie consumption

4

Distinct native languages with films in top 10 highest grossers list

Media & Publications

Large regional language focused media houses

17k

Daily publications in 22 plus languages

Deeply institutionalized & mainstream spirituality

Astrology is integrated into the life events of over a billion people across income sections

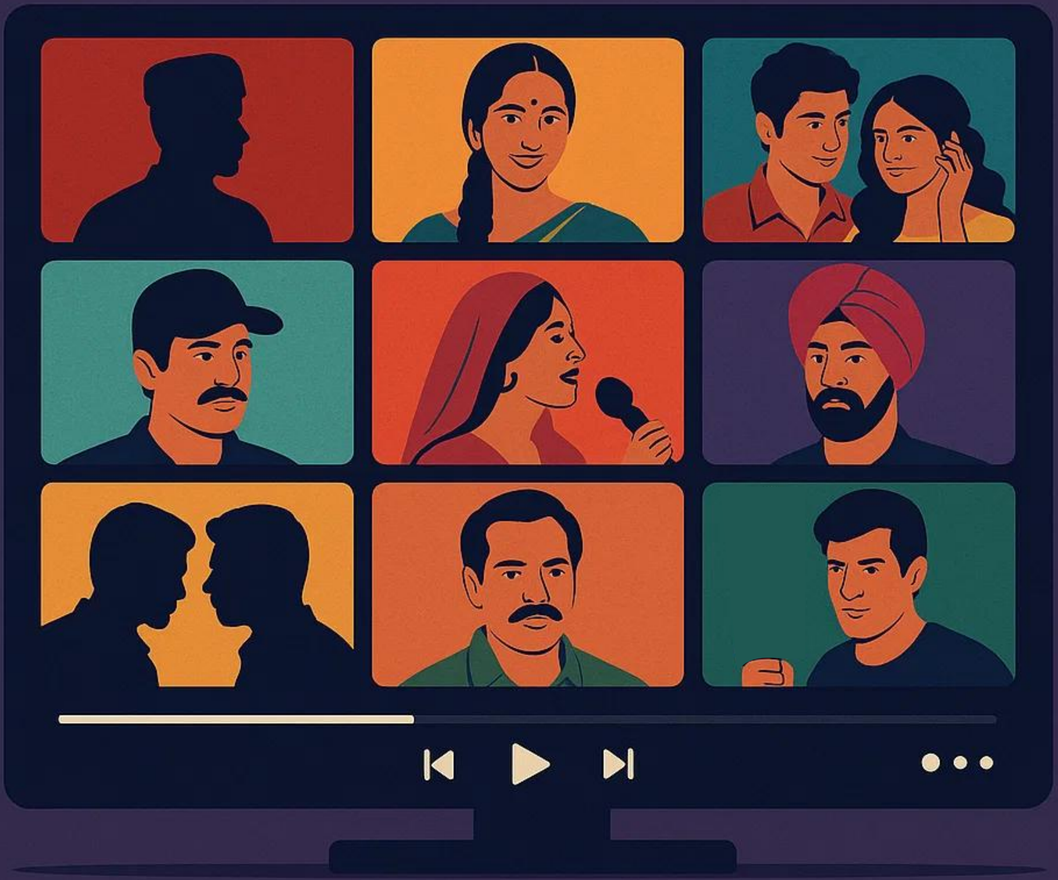
Faith-tech is formalizing into a category of its own

Other large economies are largely linguistically and culturally homogenous (e.g., US: 80% native English; China: ~70% native Mandarin), resulting in more uniform media consumption

Emerging diversity driven trends within India

Hyper-regionalization is the new scale	*Cultural-contextual personalization is becoming a moat*	*Multilingual search, voice, and interfaces are foundational layers*
Platforms are increasingly building for regional language cohorts, with national scale realized via linguistic depth	*Content, commerce, & social platforms are differentiating on cultural preferences*	*Vernacular voice assistants, Indic keyboards, or local script support enabling native language-first access*

Consumer Internet **for "Bharat"**



Earliest new-age media plays in India (1/2): Thrived on agility, TikTok-ban tailwinds, strong fundraising, and consistent new rollouts

	Initial platform value prop	Successful fundraising	Leveraged TikTok ban	Other extensions
ShareChat	2015 *Launch date* ▪ Started as a multi-lingual social networking platform ▪ First mover in vernacular content building communities around local language	USD 1.2 Bn+ *Capital raised* ELEVATION, TIGERGLOBAL, lightspeed, TEMASEK, IndiaQuotient	moj (2020) Flagship app ▪ Launched Moj, a short-video platform to capture the void left by TikTok ▪ Acquired and merged MX TakaTak into Moj (2022)	▪ QuickTV/Moj Live: Experiment with OTT/live video formats ▪ Also built an advertising + creator economy monetization stack
VERSE	2007 *Launch date* ▪ Started as a mobile VAS company ▪ Acquired NewsHunt, rebranded as Dailyhunt (regional language news & content aggregator)	USD 2.0 Bn+ *Capital raised* Z47, Advent, SEQUOIA, OMIDYAR NETWORK, Edelweiss	Josh (2020) Flagship app ▪ Launched Josh, a short-video platform, by leveraging Dailyhunt's existing vernacular audience, creator pipeline, and advertiser base	▪ PublicVibe: Hyperlocal news/community app ▪ Veblr: Short-video/live streaming platform ▪ NextVerse/VerseX: Experiments in metaverse, creator economy & Web3

Successful early platforms solved India-first gaps, seized structural opportunities (like the TikTok ban), cracked monetization, and consistently raised capital

Earliest new-age media plays in India (2/2): Global-inspired models struggled with network effects, differentiation, and monetization

Global Platform		Similar Indian platform
Twitter	→	Koo
Quora	→	Vokal
Clubhouse	→	Leher
WhatsApp	→	Hike

Why Indian apps could not capitalize?

Winner-Takes-All Dynamics

Social platforms are natural monopolies and rely on strong network effects

Monetization challenges

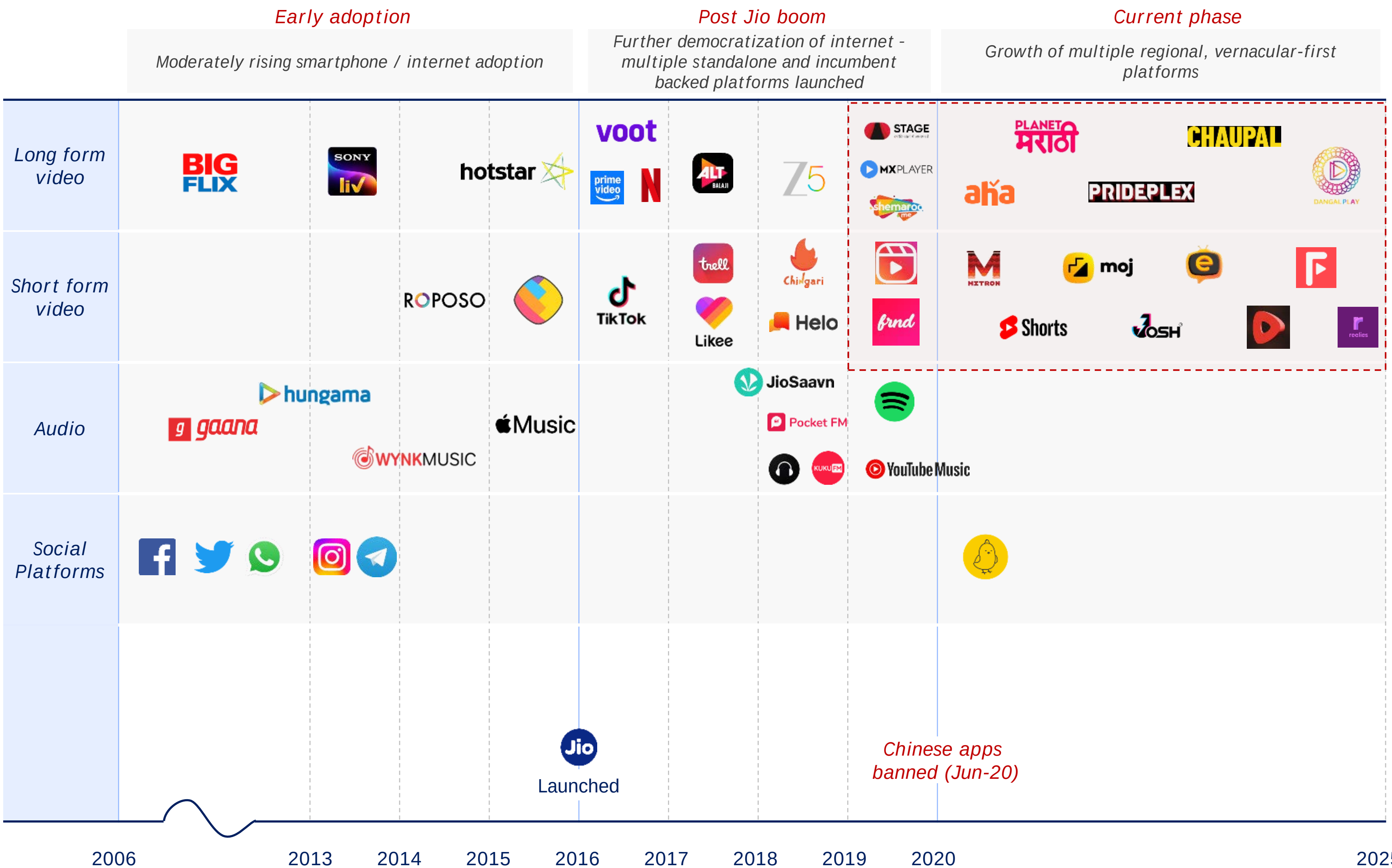
Struggled to convert large user bases into revenues

Funding constraints

Follow-on funding dried up as investor conviction waned

Source: News Articles

New age consumer media evolution in India



Source: Inc42 Data Labs, Company information, o3 analysis

Multi-platform approach to target diverse user personas and scale distinct value propositions

	Content					Social			Religious
	Short video	*Edutainment*	*Audio Stories*	*Text Stories*	*Comics*	*Live Audio Calls*	*Live Video Streams*	*Social & News*	*Astrology*
ShareChat	QuickTV						moj		
Pocket FM	Pocket TV								
KUKU FM	KUKU TV	guru by KUKU	KUKU FM						
eloelo	STORY TV								
pratilipi									
Lokal App									

The multi-app approach allows each app to build a distinct identity, catering to different user needs, languages, and formats while still benefiting from a shared backend of content, creators, and monetization

Source: News Articles, Company information, o3 Research

“Bharat-focused” consumer internet platforms have now cracked monetization and are scaling rapidly…

FY23 Revenue (INR Cr)	
AstroTalk Online Astrology	284
Pocket FM	176
KUKU FM	49
pratilipi	40
Lokal	20
Sri Mandir	6
STAGE	3
Eloelo	2
seekho	2

	Current ARR[1] (INR Cr)	Segment	Key Differentiator
Pocket FM	2,000	Audio	India’s first audio-series platform
AstroTalk Online Astrology	1,250	Faith-tech	India’s largest online astrology marketplace
KUKU FM	1,020	Audio	Multilingual audio platform for podcasts & audiobooks
Eloelo	450	Live video	Live social-gaming and creator economy platform
seekho	425	Edutainment	India’s first edutainment OTT platform
STAGE	180	OTT	India’s first dialect-based OTT platform
pratilipi	110	Audio & stories	India’s largest regional storytelling platform
Lokal	100	News	Vernacular hyperlocal content & classifieds app
Sri Mandir	100	Faith-tech	India’s first devotional super-app

Regional and interest-based media platforms have cracked the monetization puzzle enabled via micro-payments, byte sized -subscriptions, among others

1. *ARRs are sourced from latest available media reports and management commentary (for detailed sources refer to the Appendix)*

…driven by multiple emerging monetization levers and behavioural shifts

Micro-transactions

- UPI transactions below INR 500 have witnessed the steepest YoY growth in terms of volume

UPI Autopay

- Mandate registrations for UPI autopay have seen a stellar 74x growth in a span of 3 years

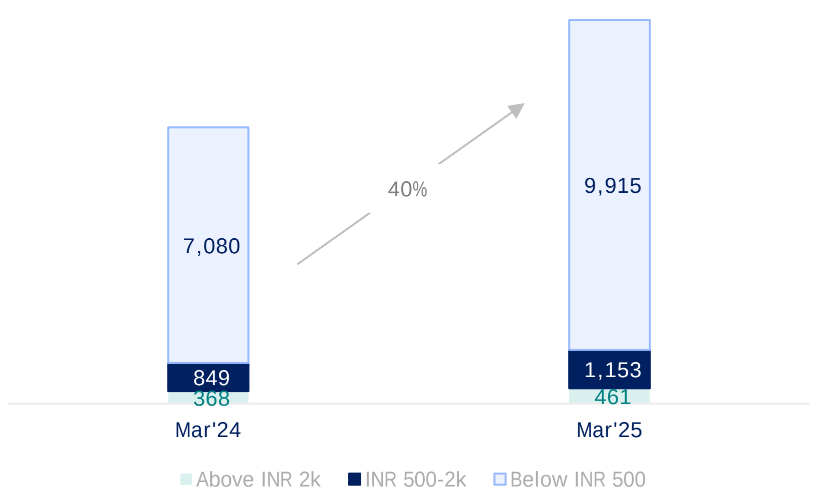
Lower attention spans

- The average attention span of humans now stands at 8.25 seconds vs. 12 seconds in early 2000s

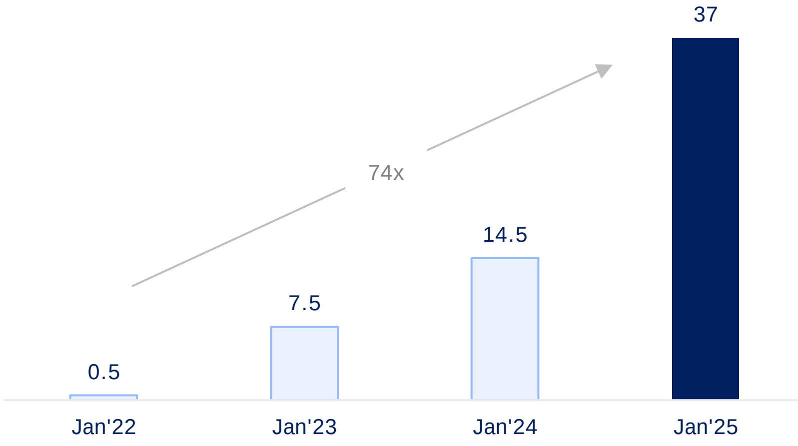
Secluded lifestyle

- Social isolation exacerbated by rapid urbanization & Covid

P2M UPI Payments Volume by Transaction Size (in Mn)



No. of UPI Autopay Mandate Registrations (in Mn)



Source: NPCI

Consumer internet landscape for "Bharat"

Video Content

Original content / IP

Micro Drama

Regional OTT

User generated content

Short Video / Live Streaming Platforms

Edutainment

Faith-tech

Dating Platforms

Audio & Stories

News & Regional services

Original content / IP

Micro-Dramas

Micro drama platforms provide engaging storylines in byte sized snackable format for the users

Short-video platforms

Shorts

- *Disconnected clips stitched together* ⬇
- *Lacks emotional engagement* ⬇
- *Time bound capsules* ⬆

Traditional OTT & Television

NETFLIX | JioHotstar | prime video | ZEE | SONY liv

- *Episodes often stretch beyond 1 hr* ⬇
- *Professional & structured narrative* ⬆
- *Engaging storylines* ⬆

Micro-drama platforms

KUKU TV | STORY TV | moj | reelies | Chingari

- *Binge-able 60 secs episodes* ⬆
- *Professionally produced content* ⬆
- *Short-videos for low attention span* ⬆

Professionally produced IPs / storylines made available in byte sized episodes solving for diminishing attention spans

Proven multi billion-dollar playbook in China…

	2020-2021 Duanju in China	*2022-2024* Western World	*2025 onwards* India
Key geographies			
Consumer Behavior	Audiences shifted from 40-min TV dramas to 2-min serialized stories, driven by short attention spans	TikTok-native Western audiences embraced bite-sized "soap operas," bingeing 20+ episodes in a sitting	Homemakers, commuters, and Tier-2/3 Gen Z adopted micro-dramas as daily entertainment fillers
Transition	Apps like Douyin/Kuaishou shifted from UGC to scripted short dramas	Apps like ReelShort & FlexTV localized Chinese scripts for US/Europe	Startups + media giants bet on India as the world's largest mobile drama audience
Key players	抖音 KUAISHOU		STORY TV CHAIshots

Key stats

USD 6.9 Bn	1.6 Bn	370 Mn	150 Mn+
Chinese micro-drama market (outperformed Chinese Box Office)	*Number of Duanju viewers globally*	*Worldwide micro-drama app downloads (500% y-o-y increase)*	*Monthly Active Users (MAUs) of micro-drama apps globally*

Source: News Articles, o3 analysis

...scaling rapidly in India with strong institutional investor interest

Market primed for micro-drama boom

900 Mn+

Internet users in India

+

350 Mn+

Online transactors in India

+

3-4 hrs

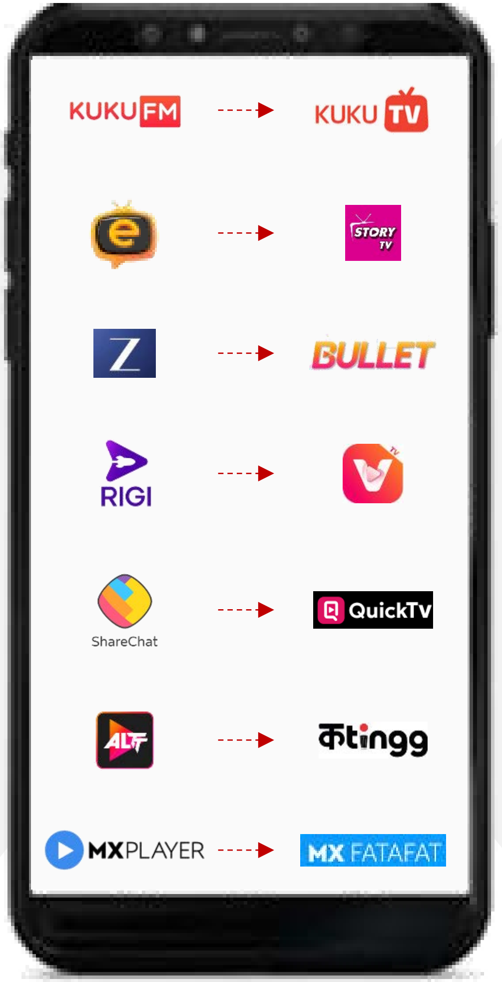
Avg. time spent by GenZ in a day watching reels

=

USD 5 Bn

Indian micro-drama industry size (2030E)

Incumbents betting heavy on Micro-dramas



Backing of institutional capital

USD 48 Mn

Amt. raised by micro-drama/short content platforms in YTD 2025

Flick TV raised ~USD 2 Mn Seed funding led by Stellaris Venture Partners

Chai Bisket raised ~USD 5 Mn Seed funding from InfoEdge Ventures & General Catalyst to launch Chai Shots

ReelSaga raised ~USD 2 Mn Seed funding led by Picus Capital

Source: Redseer Research, News Articles, o3 analysis

Micro-drama value chain

10-15 Days

Sourcing Stage	Production Stage	Testing & Analysis Stage	Distribution Stage
3-4 Days	*3-4 Days*	*3-4 Days*	

Sourcing Stage

Original IP

In-house or contracted scriptwriters develop original scripts

Licensed IP

Platform acquires rights from publishers to adapt and produce existing works

Exclusive Streaming Rights

Platform licenses finished content from production houses for exclusive streaming

Production Stage

Asset Creation

Script-to-screen production through internal teams/external studios/AI led production

Testing & Analysis Stage

A/B Testing

Testing the produced content with real users to objectively measure engagement

Distribution Stage

Micro Drama Platforms

- Distribution on TikTok/Reels
- Algorithmic content recommendations
- Push notifications and short-form feeds to boost engagement

Micro-dramas deliver a 90 mins long movie divided into 40-45 episodes in just 10-15 days at a budget of INR 8-10 Lakhs

Establishing right to win in content generation

Freshness = Retention

Consistently delivering a high volume of fresh, engaging content to capture and retain user attention

Process automation

Leveraging automation across scripting + production to reduce TAT by 3-4% and enable content generation at scale

Strategic Content Sourcing

Adopting a balanced mix of original and licensed IPs to diversify operational risk & prevent margin dilution

Source: o3 analysis, Industry discussions

Key Micro-drama user personas in India

High — Monetizability — Low

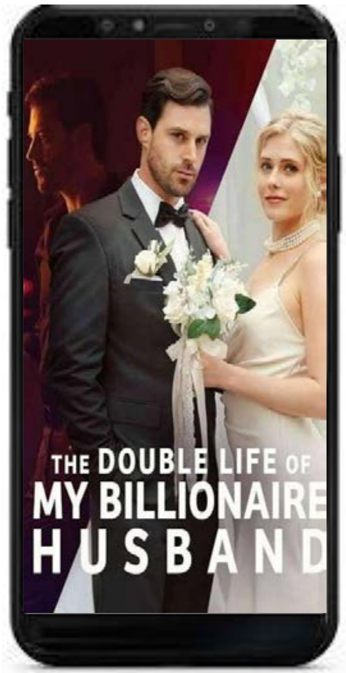
	Commuters	Homemakers	Gen Z Urban Bingers
Consumer Profile	Working pop. (18-40), students & office-goers in Tier 1/2 cities	Predominantly women (25-45), Tier 2/3 towns + metros	Gen Z (16-25), students & early professionals, mostly Tier 1 metros
Viewing Occasion	While traveling (metro, bus, cab rides); waiting between tasks	During household breaks (tea-time, post chores, afternoons)	At night or weekends, “me-time” binge sessions
Attention Span	5-10 min bursts, 3-4 episodes in one go	10-20 min fragmented viewing, 1-2 episodes multiple times/day	Can binge 10+ episodes at once if storyline hooks them
Preferred Content	Fast-paced, high-drama with relatable storylines	Relatable domestic/family-driven plots, regional language	Edgy, experimental, meme-able storylines; mix of Hindi + English
Engagement Pattern	Quick scroll, skip if not hooked in 30 sec	Higher loyalty to characters/story once hooked	FOMO-driven binge; active sharers on social platforms
Ad Tolerance	Lower; likely to skip unless hyper-short or reward-based	Higher; ads often play in background while multitasking	Very low; prefer ad-free or branded content seamlessly integrated

Source: Industry reports, o3 analysis

Cracking engagement: How they keep users hooked?

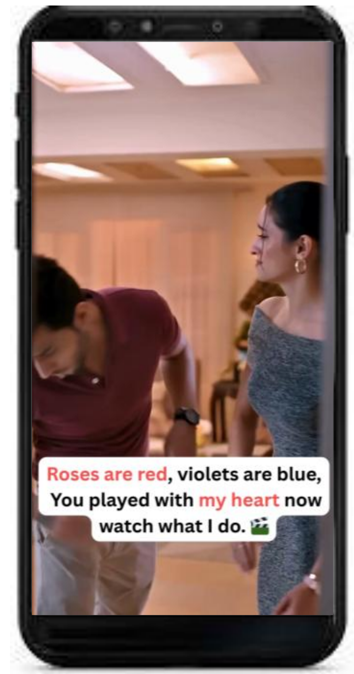
Micro-dramas hook viewers through attention traps

Clickbait titles		Attention-grabbing scenes	Cliffhangers



A housewife's shocking discovery

A girlfriend discovers she has 24 hours to live



A woman slaps her cheating husband

A girl uncovers a family secret

Viewers typically spend 30-45 minutes per session, binge-watching multiple short episodes often during commutes or short breaks

How micro-dramas apps are monetizing

Emerging Players → Micro-drama monetization models → Large/Global Players

	Microtransactions	Advertisements	Subscriptions	Brand integration	IP Monetization
Rationale	▪ Free Hook: Users can watch first 8-20 episodes for free to get hooked ▪ Paywall Cliffhanger: Subsequent episodes are paywalled; users must unlock them using in-app currency, which can be purchased via microtransactions or through engagement	▪ Rewarded Ads: Users can watch ads to earn coins and unlock new content ▪ Interstitial Ads: Platforms use short ad slots between episodes, much like AVOD or YouTube	▪ Subscription Tiers: Many platforms offer monthly, quarterly, or yearly passes for unlimited viewing ▪ Pay-to-Binge Upgrades: Users willing to spend more can unlock entire seasons/next-day episodes instantly	▪ Native Integration: Brands embed their products directly into the plot ▪ Sponsored Micro-dramas: Companies bankroll entire series as branded content, with actors and plotlines tailored for organic product promotion	▪ Licensing Hits Internationally: Successful titles may be syndicated or licensed to platforms globally ▪ Spin-offs & Sequels: Build longer-form or related series based on popular characters/IP
Key Metrics	Free-to-paid conversion rate%	Subscriber churn rate%	**Cost per Mille (CPM)**	View Through Rate (VTR) for sponsored content	Licensing Revenue per Title

In India, low ARPUs and weak ad rates make pure AVoD unfavorable for micro dramas; monetization led by microtransactions and byte sized subscriptions

Source: Industry reports, o3 analysis

Overview of select players

Key players	Core offering	Content sourcing model	Genre focus	Monetization models	Target audience	Downloads
(Flick TV)	High production value; <5min episodes	In-house originals + AI catalogue	Romance, thrillers, and slice-of-life	Microtransactions + monthly/quarterly subscriptions	Gen Z users + Tier 2 and 3 towns	1 L+
(ReelSaga)	Hyper-local, mobile-first, vertical short dramas	In-house originals	Relatable, "Bharat" romance, family & social drama	Advertisements + daily/monthly subscriptions	Tier 2/3 focus, "Bharat" audience	5 L+
BULLET (Zee Ent.)	Regional focus; 1-min vertical shows in 7+ languages	Original in-house + ZEE5 partnership	Comedy, romance, drama, thriller, horror	Microtransaction using virtual tokens + Advertisements	Regional Tier 2 and 3 towns	10 L+
STORY TV (EloElo)	Regional focus; serialised short-form content; 6 languages	Curated originals + third-party collabs	Fiction, romantic, drama	Microtransaction	Gen Z, digital-native, metro cities	50 L+
KUKU TV (Kuku FM)	Relatable Vertical format stories	In-house originals + acquired rights to lesser-known films and shows	Action, Bollywood, sci-fi, and mythology	Subscriptions	Regional Tier 2 and 3 towns	5 Cr+
CHAI shots (Chai Bisket)	Short, Telugu-first, vertical content	In-house originals by Chai Bisket	Slice-of-life, comedy, drama, action	Microtransactions + subscriptions + Brand integration	Tier 2 and 3 towns in South India	*Set to launch*
कtingg (ALT Balaji)	Short series, divided into <5 min episodes	Converted existing IPs (Balaji Telefilms) into vertical shows	Romance, thrillers, slice-of-life, youth and campus dramas	Microtransaction model, using coins wallet to watch content	18-30 age group, from Tier 2 and 3 towns	*Vertical video segment launched within the ALTT app*

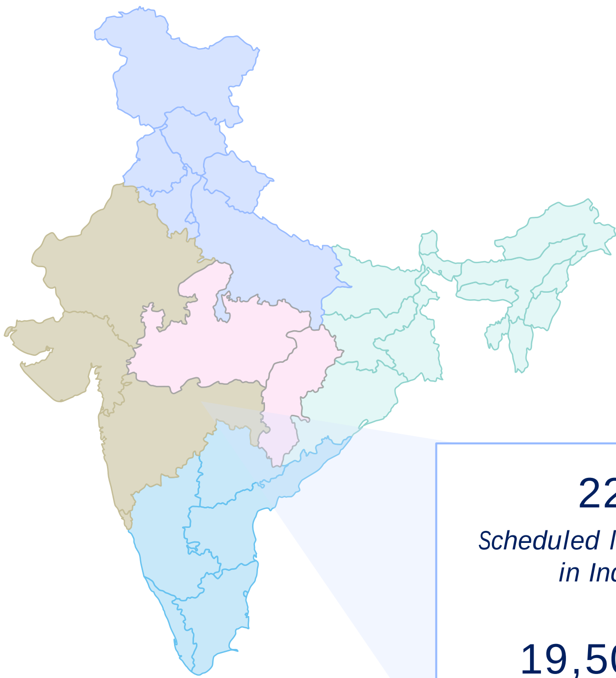
Source: Company information, News Article, Google Play store

Regional OTT

High regional and linguistic diversity has created a markedly distinct and diverse landscape

High degree of linguistic diversity

India houses large cohorts of regional-native language speakers



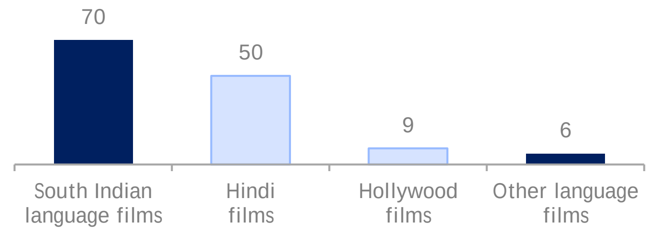
22
Scheduled languages in India

19,500+
Dialects in India

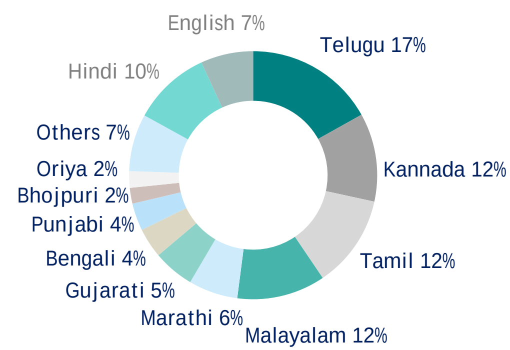
Native-language storytelling resonates more deeply with audiences, as cinema preferences show

Combined regional storytelling delivers a larger outcome than Hindi and English cinema

Gross box office collections in 2024 (INR Bn)



Number of film releases by language (2024)



80%+
Films released in India were in languages other than Hindi/English

India's linguistic and cultural diversity opens multiple whitespaces in the content space

Source: EY Media report, News Articles, o3 analysis

...with incumbents & new-age players competing in different segments

Strategy adopted by players to tap into the regional content space

International players

- Experimenting with local originals & dubs
- Release regional films post strong theatrical runs
- Use regional content as a retention lever
- Focused on top languages: Tamil, Telugu, Marathi, Bengali, Gujarati

Key Players

Local players

- Invest in dubbing & subtitles to widen reach
- Launch originals in Hindi + regional to scale subscribers
- Price packs / bundles to capture mass Bharat
- Broad coverage across 10-12 languages

Key Players

Core regional players

- Build culturally rooted, dialect-specific content
- Create strong loyalty within local communities
- Position themselves as “authentic voice” of that region
- Deep focus on 1-3 languages only

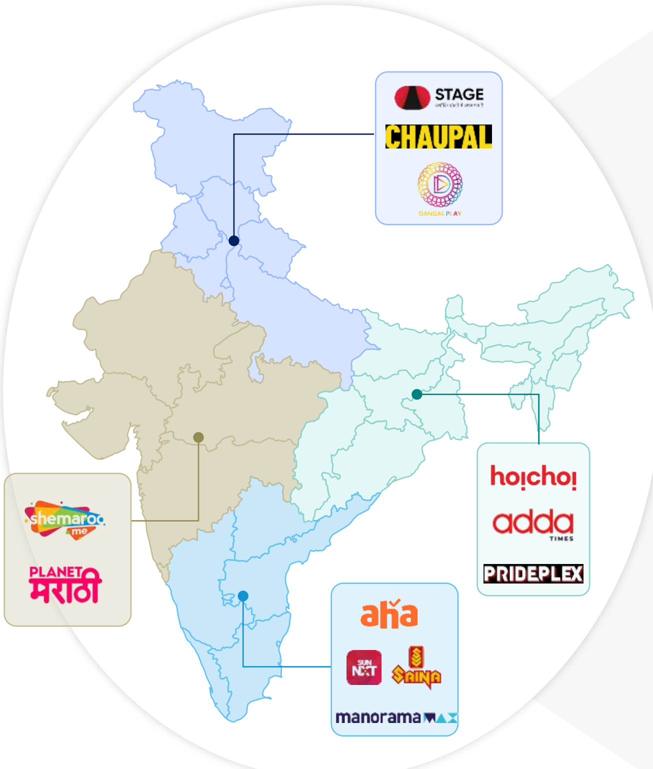
Key Players

Regional content aggregators

- Offer access to multiple OTTs in one subscription
- Partner with regional players for instant reach
- Reduces customer acquisition cost for small apps
- Enable consumers to sample diverse language catalogs

Key Players

Regional OTT playbook: Going deep first and then wide

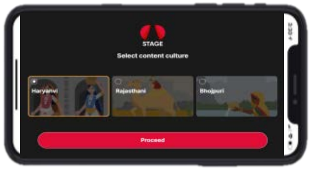


Brand	# of regional languages	Key Presence
CHAUPAL	3	Punjab (Punjabi), Haryana (Haryanvi), Bhojpuri belt in Uttar Pradesh & Bihar
STAGE	3	Haryana (Haryanvi), Rajasthan (Rajasthani); Bhojpuri belt across Uttar Pradesh & Bihar
PRIDEPLEX	1	Assam (Assamese) and North-East India
hoichoi	1	West Bengal and Bangladesh (Bengali)
aha	2	Andhra Pradesh & Telangana (Telugu), Tamil Nadu (Tamil)
manorama MAX	1	Kerala (Malayalam)
PLANET मराठी	1	Maharashtra (Marathi)
shemaroo me	4	Gujarat (Gujarati), Maharashtra (Marathi), Punjab (Punjabi), and Hindi-speaking markets

Regional OTTs scale by focusing on specific cultural belts, then expanding adjacently

Source: Company information, News Articles, o3 analysis

STAGE Case study



Currently offering content mainly in 3 North Indian regional languages

Behavioral nudge for first-time users, setting base for autopay transactions

1000+ programming hours made available in the click of a button

Focusing on North India TAM

Haryanvi
60-70M

Rajasthani
80-85M

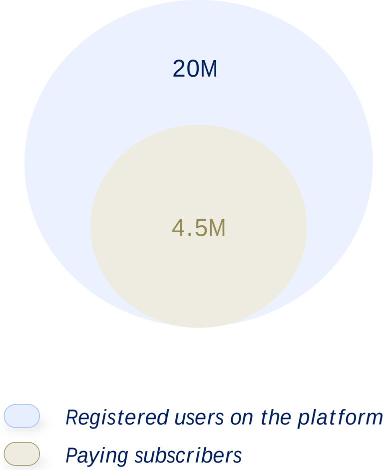
Bhojpuri
c. 100M

New markets aimed to be tapped

- Maithili
- Magahi
- Awadhi
- Bundeli

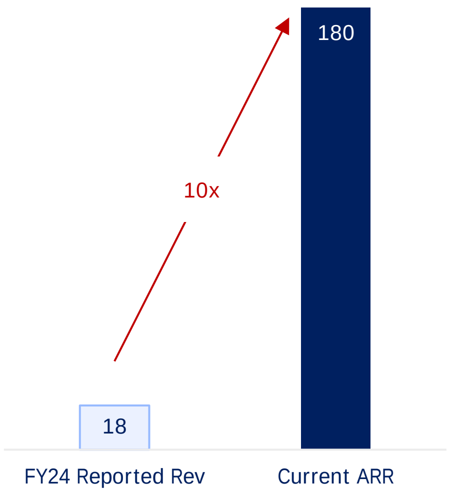
***…expanding MAU / MPU base @** reasonable price points*

INR 199 per quarter



..significant scale unlocked

Revenue (in INR Cr)

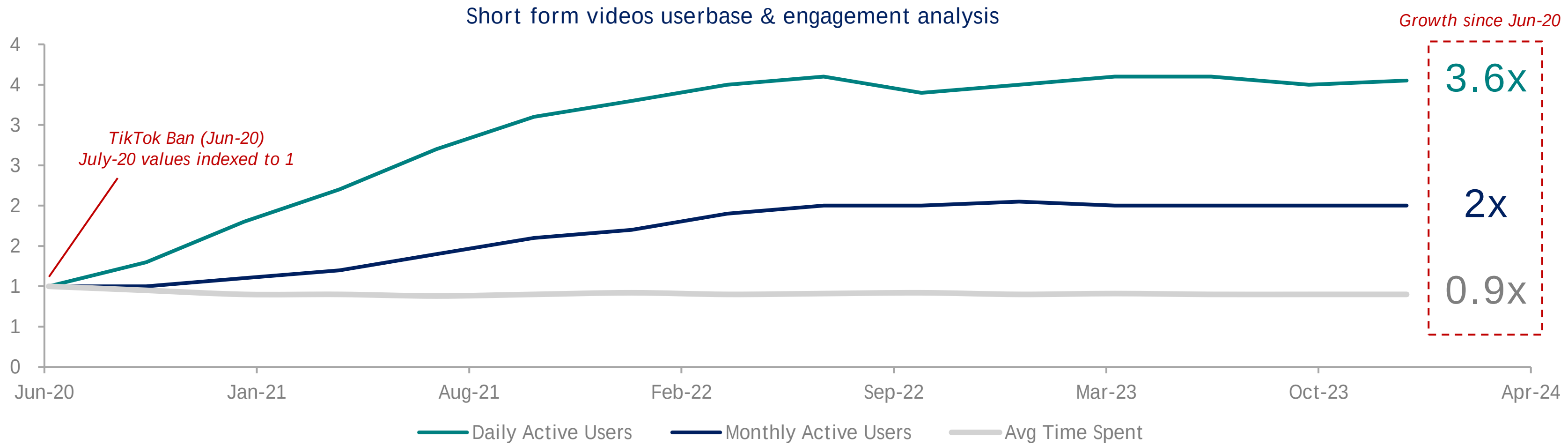


Source: Media reports & management commentary

User Generated Content

India's short-form video apps saw explosive growth post TikTok ban...

Short-form video has become India's default digital habit, with 3.6x increase in DAUs and 2x increase in MAUs over the last 4 years



Catalysts of India's short-form video explosion

Tik Tok Ban

*The TikTok ban in mid-2020 created a void, which Indian platforms filled rapidly, **surpassing TikTok's India user** base within 3 months*

High quality creator base

Indian SFV platforms built creator programs & influencer partnerships, to ensure steady flow of relatable content, keeping users engaged and DAUs high

Change in Consumption behavior

Short videos now account for 1/5th of total smartphone time in India - reflecting reduced attention spans & cementing SFV as a default entertainment format

Source: Redseer Research, News Articles, o3 analysis

...with multiple platforms innovating across different niches

Low — Average Revenue per User (ARPU) — High

Bit-sized user generated videos

Platforms monetize by brokering brand-creator collaborations & providing analytics

- *Short, snackable content maximizes discovery and virality*
- *Builds the widest funnel for attention, keeping users engaged daily*
- *Reach play (widest funnel, discovery, daily stickiness)*

Live Streams & Live interactive video

Platforms enable creators/ influencers to host real-time livestreams (music, games, Q&A)

- *Live interaction creates urgency & emotional connection translating into spending*
- *Real-time nature makes it ideal for tipping, gifting, and commerce*
- *Monetization play (engagement + tipping)*

Paid 1:1 Calls or exclusive access

Paid private sessions where users pay per minute for exclusive creator interaction

- *Direct, intimate access commands premium pricing from superfans*
- *Smaller but highly loyal audiences generate disproportionate revenue*
- *ARPU play (smaller but high-value cohorts)*

Typical SFV user personas in India

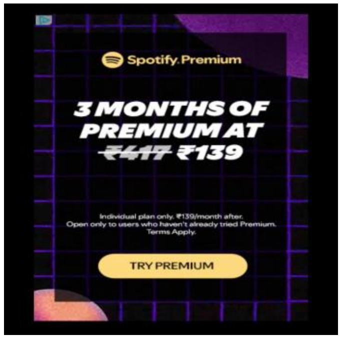
Core user cohorts

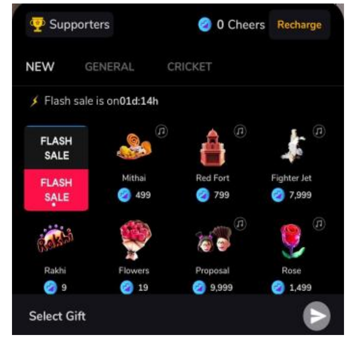
Value Seekers	Trend Enthusiasts	Homemakers	Knowledge seekers
Blue & grey-collar workers; typically earning < INR 6 LPA	Predominantly students & young salaried professionals	Homemakers aged 21-60, across income groups	Experienced professionals & self-employed individuals
Moderate (~3.5-4 hrs/day)	Heaviest (~4+ hrs/day)	Light-to-moderate (~3.5 hrs/day)	Heavy (~4 hrs/day)
35-40 mins	30-35 mins	20-25 mins	25-30 mins
INR 2-2.5k p.m.	INR 1.8-2.1k p.m.	INR 0.8-1.5k p.m.	INR 6-7k p.m.
Primarily for casual entertainment and passing time	To stay socially relevant, keep up with trends, and follow influencers	For relaxation, passing time, and engagement with fav. influencers	To unwind, stay updated, and remain connected to communities

Source: Redseer Research, News Articles, o3 analysis

Time spent on smartphones | Time spent on SFV/OTT | Monthly spends on E-commerce, OTT

From ads to commerce: the SFV monetization stack





Monetization types

Advertising

Platforms serve video and display ads within short videos, helping brands reach engaged audiences

Influencer Marketing

Platforms monetize by brokering brand-creator collaborations & providing analytics

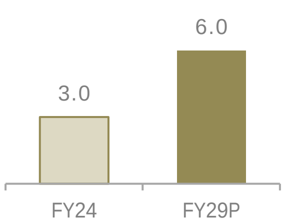
Virtual Tipping

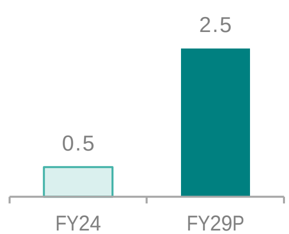
Viewers send digital gifts or tips to creators during live streams/videos, monetizing creator-user interactions

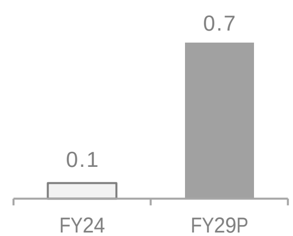
Video Commerce

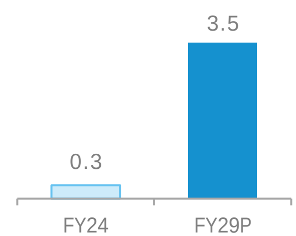
Users shop instantly from short videos or live sessions, merging entertainment with convenience

Market Size (USD Bn)









Source: Redseer Research, News Articles, o3 analysis

Edutainment

Edutainment SFV platforms are emerging as the sweet spot between rigid online certification programs and unstructured UGC content

Online Learning & skilling platforms	Edutainment SFV platforms	Online UGC Content platforms
Structured, in-depth courses designed for professional skill-building, often leading to certifications	Bite-sized, practical videos for quick skill-building and daily learning—typically mobile-first and affordable	Free, informal, and diverse user-generated content for casual discovery and learning
	Engaging, short-form practical & focused videos—easy for busy or casual learners	
Higher cost & time commitment, limited to serious learners, often due to cost; less accessible for Tier-2+ India	Affordable subscriptions, strong regional presence; very accessible to youth and Tier-2/3 learners	Short, engaging content, accessible to all demographics, but lacks structure or defined learning paths
	Moderately high credibility; lacks certifications but focuses on practical applications	
BYJU'S, unacademy, simplilearn	seekho, guru, JOSH SKILLS, apna	Shorts, Instagram, ShareChat, Chingari, moj

Edutainment SFV platforms' unique positioning solves for high cost and commitment barriers of structured platforms while** overcoming the quality and guidance gaps of UGC—**bringing impactful, everyday learning to Bharat's aspiring youth

Faith-Tech

Faith & spirituality in India represent a massive opportunity, long limited by access barriers

Accessibility issues in Physical worship

RAM MANDIR
135 million

TIRUPATI BALAJI
30-40 million

KASHI VISHWANATH
73 million

GOLDEN TEMPLE
27-33 million

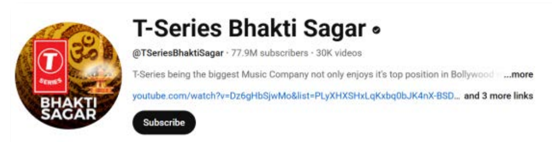
*Annual visitors

- Accessibility barriers: Mobility issues, time constraints & high travel
- Overcrowding during festivals & peak hours detract from the spiritual experience

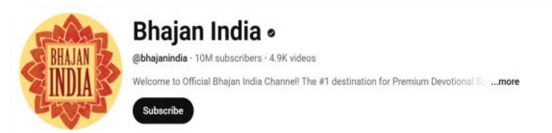
$ 35 Bn+

Overall faith & religion market

Limited engagement in Digital avenues



T-Series Bhakti Sagar
78 million subscribers
#26 most subscribed YouTube channel globally
#9 among the top 100 channels in India



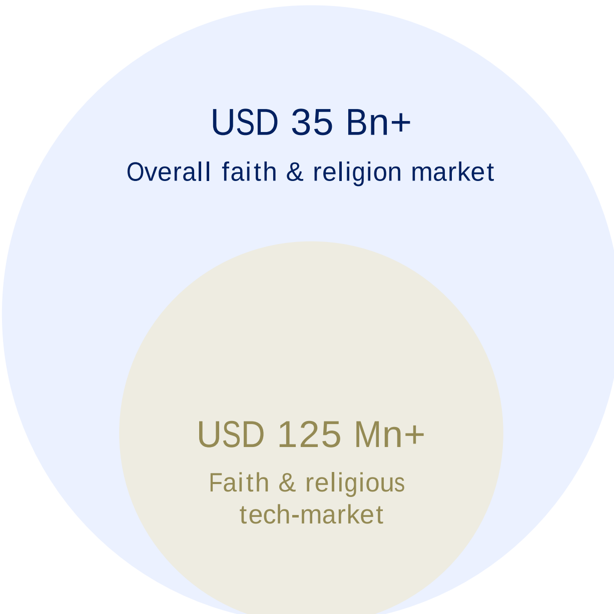
Bhajan India
10 million subscribers
2.4 billion views in aggregate

- Passive viewing of pre-recorded videos do not feel interactive or personal
- Pre-recorded videos may lack ritualistic accuracy, authenticity & sanctity

FY24 footfall numbers, Source: VidIQ

Multiple avenues of market organization are emerging, driven by tech-led digital disruption

Market Size (FY24E)

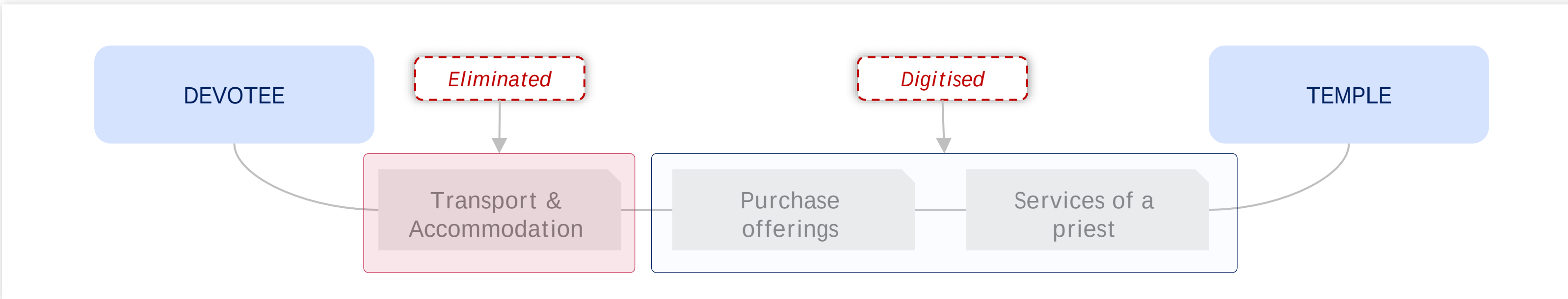


Segmental analysis

Category	Current Status	Current Digitization (%)	Disruption point	Potential Digitization (%)
Temple Economy	In-person visits	◔	Digital donations & "chadhavas"	◕
Puja Products	Physical purchases from local markets	○	D2C puja kit brands	◑
Astrology	In-person consultations	◔	Online consultations	◕
Donations / Charity	Via volunteers	○	Online tracking of funds	◔

Source: Industry Reports, o3 analysis
**Others include animal welfare services & donations*

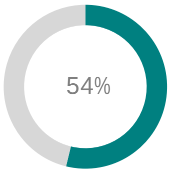
Digitizing India's 1.5bn annual Temple visits



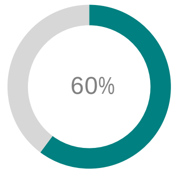
Online Pooja Bookings	01	*Participation in Poojas and temple rituals remotely via apps*	Sri Mandir, VAMA
Digital Donations	02	*Facilitating seamless cashless donations*	Sri Mandir, Temple Connect
Personalized interactions	03	*Customized one-on-one priest interactions, personalized reminders & prasad deliveries*	Sri Mandir, VAMA, Temple Connect

Rapidly scaling Astrology-tech market

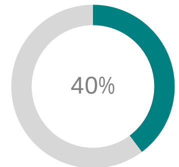
Lately, there has been a growing adoption of spiritual consulting in India's youth



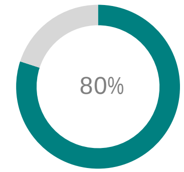
GenZ respondents who were seeking astrological guidance



GenZ users pie out of the total online astrology users

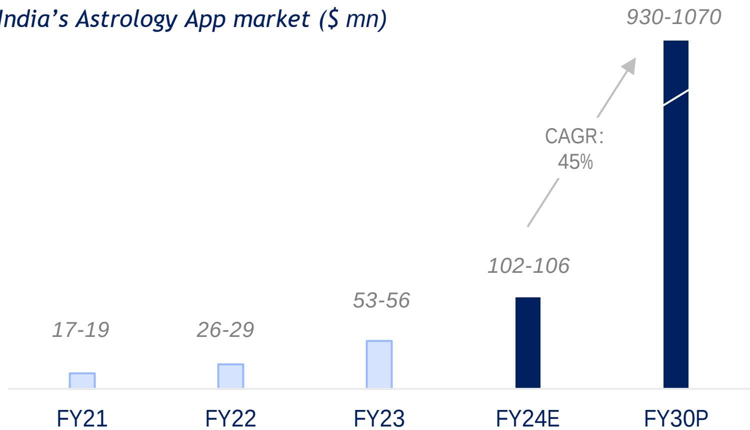


Majority of respondents prefer text conversations over phone consultations



Relationship related queries

India's Astrology App market ($ mn)



% of overall astrology market	FY21	FY22	FY23	FY24E	FY30P
			0.9%	*1.5%*	*8%*

Drivers

Pandemic induced demand	Major astrology platforms saw a 200% to 500% surge in calls & subscriptions as people turned to these platforms for guidance & predictions
Digital first urban shift	Technology merged with ancient wisdom has made spiritual guidance more accessible & personalized, specially for younger cohorts

Source: AstroYogi survey, Industry Reports

Overview of key Faith-tech platforms

Key Players	Core Offering	Other offerings	Monetization Models	Value prop
AstroTalk Online Astrology	Live Astrology consultations	AI-assisted predictions, expert calls	Subscription & Pay-per-use	Personalized on-demand guidance
Sri Mandir	Virtual temple experiences	Donations, live aarti, online rituals with priests	In-App purchases, processing fees	Virtual puja with real-time priest access
VAMA	Meditation & well-being	Gamified spiritual practices, AI mantras	Subscription & Pay-per-use	Engaging mindfulness for youth
ASTROYOGI	Live Astrology consultations	Multi-lingual interface, personalized horoscopes	Subscription & Pay-per-use	Vernacular accessibility
InstaAstro	Instant astrology & horoscope updates	Social media integration, influencer-driven predictions	Freemium & Pay-per-use	Content & engagement driven platform

Key Innovations

Live Consultations
On-demand interactive video/audio-call led consultations

Virtual Temple Experiences
Remote participation with live streaming, booking of virtual pujas & personalized offerings

Gamification
Making spirituality engagement gamified for the younger cohort of users

Flexible Monetization
Multiple avenues of monetization

Cohort Personas driving monetization in online astrology

Persona	Age	City Tier	Gender	Occupation	General Use-case	Average annual spend on Astrology
Affluent homemakers	22-60	Metro & Tier-1	Female	Homemaker	▪ Personality guidance ▪ Near-future prediction	5,000-7,000
Rural white-collars	22-45	Tier 2+	Male	Working Professional	▪ Vedic Horoscope advice ▪ Vernacular horoscope	4,000-6,000
Value-driven homemakers	22-60	Tier 2+	Female	Homemaker	▪ Horoscopes ▪ Daily forecasts	2,000-3,000
City Hustlers	22-45	Metro & Tier-1	Male	Working Professional	▪ Quick horoscopes for career moves & timing ▪ Guidance on-the-go	600-700
Urban Superwomen	22-45	Metro & Tier-1	Female	Working Professional	▪ Career & relationship advice ▪ Stress-relief	300-400
Retirees	60+	All Tiers	Both	Retired	▪ Detailed birth chart analysis ▪ Guiding family decisions	100-200

Source: Redseer Research

Age | Gender | City Tier | Occupation

Faith-tech platforms are extending into D2C products as the next growth driver

Mapping the platform journey for Faith-tech users

Consultation	Recommendation	Product Purchase
AstroTalk Online Astrology, Astroyogi, InstaAstro	▪ Remedies based on birth chart/astronomical transits ▪ Purchases to expedite or delay major life events	
Sri Mandir, VAMA	▪ Purchase guide to perform temple rituals or ceremonies ▪ Temple donations or voluntary service offerings	

Service-only model to begin with

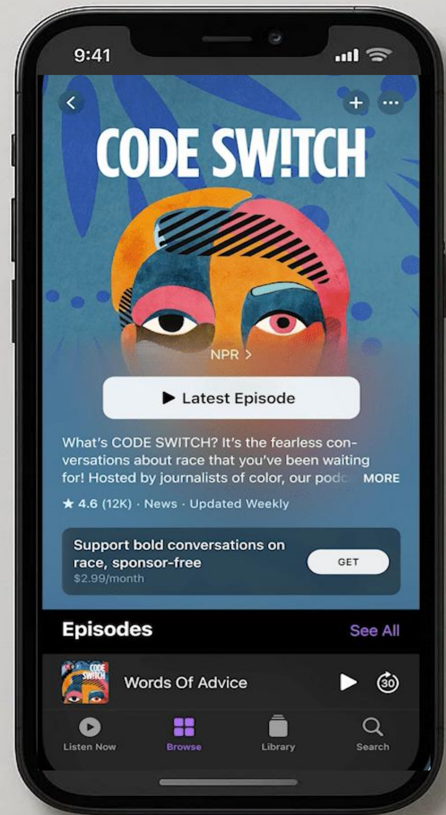
Added D2C products / marketplace

Astrotalk's D2C numbers[1]

INR 10-15L	>25%	INR 100Cr
Daily revenue from Astrotalk store four months into launch	*Expected contribution to the company topline in the long-run*	*Projected ARR at the end of FY25 for Astrotalk store*

Source: News Articles

Others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CODE SW!TCH
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Latest Episode
What's CODE SWITCH? It's the fearless conversations about race that you've been waiting for! Hosted by journalists of color, our podc MORE
★ 4.6 (12K) · News · Updated Weekly
Support bold conversations on race, sponsor-free
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GET
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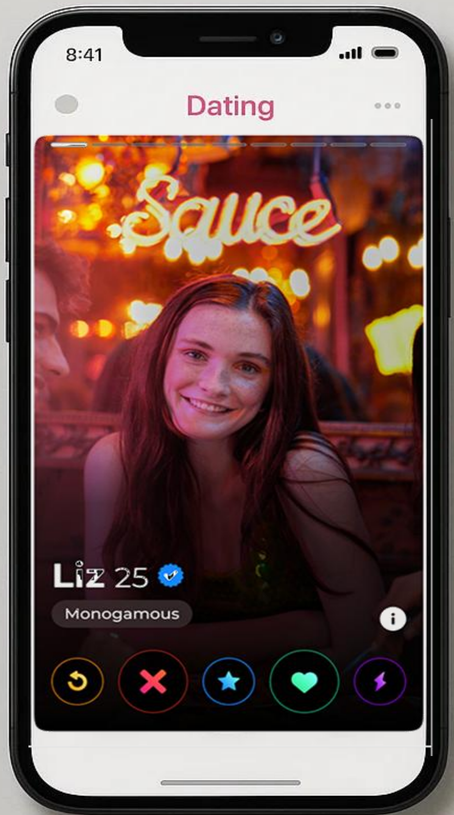
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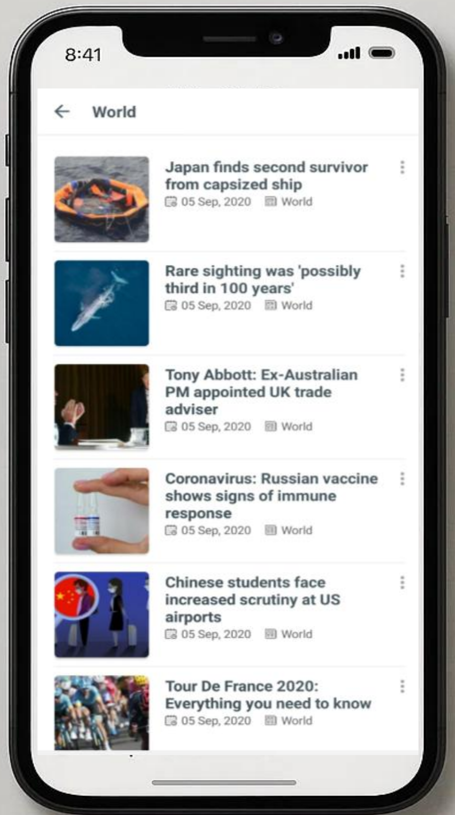
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World
Japan finds second survivor from capsized ship
05 Sep, 2020 World
Rare sighting was 'possibly third in 100 years'
05 Sep, 2020 World
Tony Abbott: Ex-Australian PM appointed UK trade adviser
05 Sep, 2020 World
Coronavirus: Russian vaccine shows signs of immune response
05 Sep, 2020 World
Chinese students face increased scrutiny at US airports
05 Sep, 2020 World
Tour De France 2020: Everything you need to know
05 Sep, 2020 World

Other consumer internet sectors monetizing the “Bharat” audience

Parameters	Audio & Stories	Dating Platforms	News/Hyperlocal
Pain Point	English-first podcasts/audiobooks had limited appeal; “Bharat” users preferred vernacular fiction + affordable leisure formats	Global apps are too city / metro centric; dating fatigue + safety concerns; “Bharat” users wanted serious, culturally resonant, language-based matchmaking	White space in local trust & civic utility-based information from national platforms; early regional sites were clunky and ad-heavy
Key Trend	Shift from generic podcasts to serialized, vernacular fiction and utility audio; pay-per-episode and byte-sized subs fit Bharat wallets	From English-first dating to vernacular- and culture-first matching; state/language native apps to reduce friction and increase trust	Hyperlocal information; creator-led updates in regional / vernacular forms; video-first formats for news, job listings and other classifieds
Key Players	KUKU FM; Pocket FM #1 Audio Series Platform; pratilipi	trulymadly; aisle; QuackQuack	Lokal App; Public; way2news #IndiaReadsWay2News
Player strategies	Pocket FM: episodic microtransactions at INR 10-20 in Hindi/Tamil/Telugu Kuku FM: bundled low-cost subs (<INR 500/yr) across 7+ languages Pratilipi: expanded UGC into audio, comics, OTT tie-ins	Aisle: launched Arike (Malayalam), Anbe (Tamil), Neetho (Telugu), Neene (Kannada) for regional cohorts QuackQuack: tier-2/3 heavy user base; in-app vernacular UI	Lokal: bundled classifieds & job alerts in Telugu/Tamil/Kannada etc Public App: short-video local news in 10+ languages Way2News: 65,000+ local stringers creating short, 30-sec news

Source: News Articles, o3 analysis

Case Study: How Bytedance has cracked the entire new-age media value chain through its suite of apps

Entertainment & Social

App	Focus	App	Focus
TikTok	Short form video	Hongguo	Micro-drama
Xigua Video	Long form Video . OTT	Qishui Music	Music
Pipix	Humour focused short form video	FaceU	AR Camera app

Diverse set of content and social platforms focusing on distinct value props

+

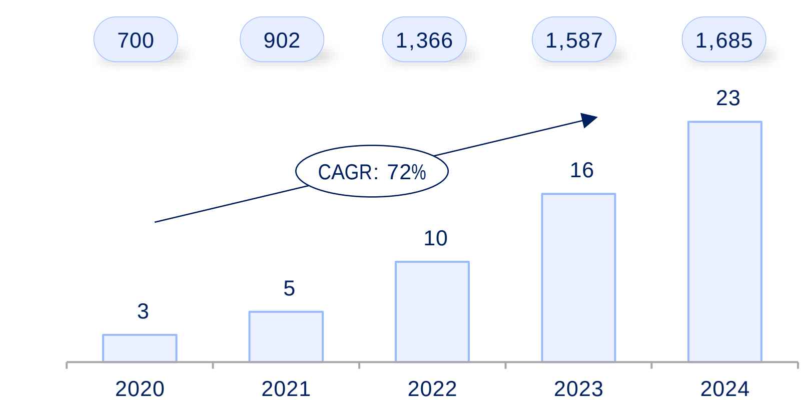
Content Tools

Toutiao	CapCut
Fanqie Novel	Xingtu
Doubao	Ulikecam

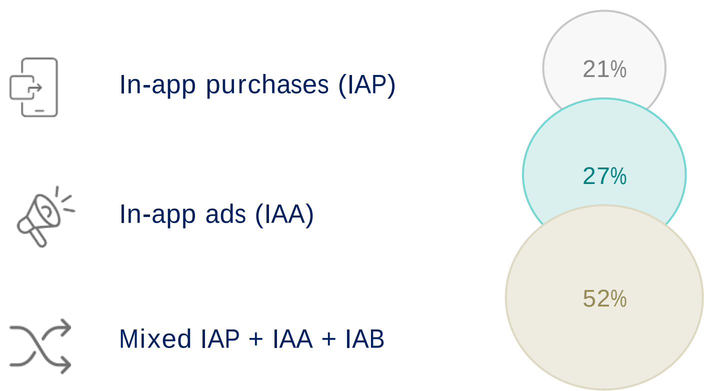
Content aggregation, editing tools, chatbots etc.

Rapid growth in core platform Tik Tok

TikTok revenues (USD Bn)[1] *No. of users (Mn)*



Revenue generation by means



Source: [Industry reports]

Summary of the "Bharat" Consumer tech/media landscape

<table>
<tr><th></th><th>Multi-platform approach</th><th>Micro-drama</th><th>Regional OTT</th><th>Short Video/ Social/ Live Streaming</th><th>Faith Tech</th></tr>
<tr><td>Current dynamics</td>
<td>Platforms have moved beyond their initial hero offerings, expanding into lucrative adjacencies such as micro-dramas, short videos, and live streams—leveraging their existing user base, technology, and IP to scale rapidly</td>
<td>Rapid rise and mass adoption of vertical, short-form micro-dramas in India, mirroring trends in China, the US, and SEA, and driven by smartphone penetration
High competition from incumbents (Amazon, Zee), media-tech players (Kuku, Eloelo, Winzo), and new standalone platforms (Flick TV)</td>
<td>Regional-focused players are emerging, tailoring content to specific cultural belts
Platforms like Stage have already achieved meaningful scale and unlocked monetization</td>
<td>TikTok’s void in short form social video has been filled by platforms like Moj and Josh
Emerging new niches in creator-led live streams, interactive video, and paid 1:1 chatrooms</td>
<td>Astrology - Highly profitable segment; 1-2 large players, led by Astrotalk, have achieved significant scale and are expanding monetization through D2C and other adjacencies
Others - Select sizable VC-backed outcomes include AppsForBharat in virtual pooja and Vama in the spiritual and well-being space</td></tr>
<tr><td>Future outlook</td>
<td>Potential creation of a ByteDance-like outcome or duopoly, serving all of Bharat through multiple platforms spanning diverse niches in new-age media</td>
<td colspan="2">Consistently producing winning IPs will be key
Right to win vs large media incumbents with established IPs and strong brand recall
Platforms must demonstrate how their micro-drama/OTT offerings leverage and synergize with their existing platform’s user base, technology, and IP
Region focused players need to replicate this playbook across cultural belts while staying competitive with national OTTs
Likely shift from in-house to licensed content to hedge IP risk
Long-term, Amazon-Netflix style duopolies could emerge within each niche, driving consolidation of smaller players</td>
<td>Enable sizable and growing earnings for creators to reduce churn
Ensure long-term retention and monetization, minimizing latent churn
Maintain nimbleness to add new adjacencies and launch synergistic platforms to ensure consistent growth
Implement guardrails for automated content moderation and NSFW prevention</td>
<td>Longer-tail players likely to get consolidated, leaving 1-2 dominant players within each niche / segment
New entrants must stand out through differentiated offerings or target cohorts to drive scale and monetization
Ability to rapidly build and scale synergistic areas such as D2C products, pooja kits among others</td></tr>
</table>

Key Considerations

Key considerations

	Rationale	
Latent churn / UPI Autopay mandates	▪ Users either forget or **face friction in cancelling UPI mandates** due to UI, low awareness, or lack of reminders ▪ This drives a **"silent churn"** where subscriptions **continue without active user intent or engagement**, distorting the revenue picture ▪ Stricter **regulatory mandates on transparency and cancellation** could put the revenues of many players under this space under pressure	**From subscription traps to hidden charges: How UPI payment apps are fleecing you?** The Central Consumer Protection Authority (CCPA) has identified 13 types of dark patterns which include false urgency, basket sneaking, confirm shaming, forced action, subscription trap, interface interference, bait and switch, drip pricing, disguised advertisement, nagging, trick questions, and rogue malwares, says a LocalCircles survey. **Dark Patterns in India's BFSI Industry: Autopay Becomes a New Trap** May 27, 2025 / Musharrat Shahin With India's digital economy growing, so is the fine print. More and more consumers are being caught by so-called 'dark patterns' deceptive design practices, which quietly take advantage of consumer trust in the Banking, Financial Services, and Insurance (BFSI) industry.
NSFW content	▪ User-generated media apps (short video, livestreams, chat, even astrology "live") face constant risk of **NSFW content slipping in** ▪ **Regulatory + reputational risk** is high in India (MeitY, IT Rules, content takedowns). **Religious / cultural sensitivities** are strong	**Full list of 25 OTT platforms banned by Centre over 'obscene' content** *The platforms in question, which include ULLU, ALTT, Big Shots App, NeonX VIP, and Desiflix among others, were found to to be distributing content that breached multiple provisions of the Indian law* **Government bans 25 OTT platforms including Ullu, ALTT, for violating content laws: Check full list** The Indian government has banned 25 OTT platforms, including ULLU and ALTT, for violating laws related to obscene and indecent content. ISPs have been directed to block access to these apps across India.
Retention	▪ CAC in India are rising due to competition, while subscription unit values remain very low (often INR 50-200 per p.m.). Payback periods stretch out and marketing efficiency drops. ▪ Additionally, retention is on the lower side. For ex - average M12 average retention rates across **India are c.50% of that in USA** ▪ Sustained engagement, retention and churn control become critical drivers of unit economics	The subscription economy thrives not on the quantity of its subscribers but on the quality of their engagement. In the words of Stephen Covey, the focus is not just on time spent but on how it's invested—ensuring that every interaction strengthens the bond between brands and their customers.

Source: News Articles, o3 Research

Select platform metrics to track (1/2)

Considerations	What investors look for	Ideal metrics
Paid-user engagement / Open rates	▪ To track continuous engagement of paying users to detect any latent churn (subscription debits without engagement)	N/A
Long-term retention	▪ Retention beyond initial months indicates loyal, habitual engagement (M4, M13 basis subscription renewal tenures) ▪ Key driver of recurring revenue & customer LTV	50% >50% for
Avg. session per user	▪ Deeper engagement per user validates platform value prop	>45 mins 80 mins for
Production Velocity	▪ Signals agility in terms of either procuring IP or producing content ▪ Can drive user retention & make attractive propositions to new ones	>5% monthly 5-10% for
Referral rate	▪ Robust indicator of organic platform growth & critical to reduce CAC over time	>20% 60-70% for
Click-through rates (CTRs)	▪ Indicates ability to create compelling contextual ads that drive user engagement ▪ Can bring in more advertisers via historical ROIs delivered	>5% 5-15% for

Source: Elevation Capital report, o3 analysis

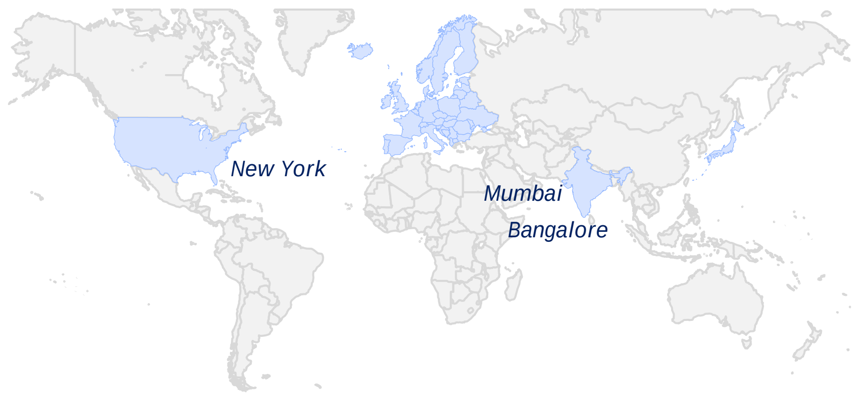
Select platform metrics to track (2/2)

Considerations	What investors look for	Ideal metrics
Ad viewability rates	▪ Ensures value for advertisers and maximizes platform ad revenue	>50% 70-80% for Instagram
Average Revenue Per user (ARPU)	▪ Reflective of effective monetization via pricing methods, tiers or bundles ▪ Upscaling ARPU with minimal variable costs can multiply bottom-line exponentially	Varies depending offerings
Subscriber growth & Churn rate	▪ Rapid growth shows expanding monetizable base while churn measures retention ▪ Low churn rate reflects user loyalty and satisfaction	>10% quarterly growth <5% monthly churn
LTV/CAC	▪ Strong ratio entails sustainable surpassing of user acquisition costs	3:1 on average
DAU/MAU	▪ Elevated DAU/MAU vindicates sticky content and frequent platform interaction	>60% 71% for Instagram

Source: Elevation Capital report, o3 analysis

o3 Capital Overview

o3 Capital - Global Reach



222 *Transactions Closed*

12 *Total Value of Transactions (USD Bn)*

30 *Transactions Closed in Last 24 Months*

Recent Digital Transactions

Jumbotail's acquisition of Solv India	PayU's acquisition of Mindgate Solutions	S4S raised funds from Accel and Chiratae Ventures	Motilal Oswal Private Equity invests in Lahori	Gynoveda raises Series A funding lead by India Alternatives	Hopscotch raised funds from Amazon	Red.Health raised funds from Jungle Ventures	Redcliffe raised funds from Leapfrog

Color denotes o3 Capital's client

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Disclaimer & Contact Details

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Appendix: Current ARR sources

AstroTalk	https://www.indianretailer.com/news/retail-india-news-astrotalk-launches-d2c-store-eyes-rs-100-cr-arr-fy25
Pocket FM	https://m.economictimes.com/tech/startups/pocket-fm-logs-68-revenue-growth-in-fy25/articleshow/120320173.cms#:~:text=Audio%20series%20platform%20Pocket%20FM,cut%20costs%20and%20expand%20content
Seekho[1]	https://entrackr.com/exclusive/exclusive-seekho-set-to-raise-25-mn-hits-4-mn-monthly-revenue-8942069
STAGE	https://indianexpress.com/article/entertainment/television/ott-platform-stage-saw-60-fold-revenue-increase-after-appearing-on-shark-tank-india-we-went-from-rs-250-crore-to-rs-600-crore-9855310/
Apps for Bharat	https://www.livemint.com/companies/start-ups/appsforbharat-raises-175-crore-in-funding-round-led-by-susquehanna-asia-venture-11751297664639.html
Kuku FM[1]	https://www.moneycontrol.com/news/business/startup/kuku-fm-nears-70-million-fundraise-at-500-million-valuation-from-granite-asia-and-existing-investors-13135163.html
Pratilipi	https://www.financialexpress.com/business/digital-transformation-tencent-backed-pratilipi-targets-rs-110-crore-annual-revenue-run-rate-by-fy25-3631666/
Lokal	https://www.youtube.com/watch?v=mVRXjpVAWVw

1. 1 USD = 85 INR