

# ***ARUMAI TECHNOLOGIES, INC.*** ***~OTT FOR TV + ~***



## **MARKET REQUIREMENTS DOCUMENT**

**APRIL 2018**

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## **I. Overview**

### **A. The Marketing Requirements Document**

The essential goal of Arumai’s Marketing Requirements Document (“MRD”) is to ensure that management builds a product that delivers some business value to a specific set of customers in order to meet certain financial goals based upon the defined corporate strategy. Successive plan revisions, if any, will increase that product’s effectiveness in doing so. This MRD describes the market opportunity, profiles the target customers, specifies pricing, identifies the financial goals, indicates the key priorities for development and enhancement, and provides a roadmap for delivery for at least the first four quarters of the strategic business unit commencing in Q3 2019–Q2 2020.

Each product Arumai continuously offers to customers will have a product plan updated every year. As Arumai already has an industry leading position in the market for OTT products and solutions, project prioritization is minimal; it is anticipated to fund these efforts from Arumai Patents & Licensing, LLC that will provide sufficient development resources. Product Management has created a roadmap and a release schedule based upon these priorities.

Management has created Arumai’s strategy – a pure play products and solutions company for OTT for TV+; Corporate, Product Development, R&D, and Legal have had an influence on the plan. Stage 2 of the Arumai plan is to design, build, and market products across its focused distribution model: Arumai-TranStream™ (cloud based transcoding & streaming system), Arumai-Vision™ (streaming video protocol), Arumai-Silver Bullet Stack™ (multiscreen OTT video stack for operators), and this Arumai-Multiscreen OTT Platform™ (built off Arumai-TranStream™ with Social Media layers). The goal of Arumai is to increase revenues beyond its Patents & Licensing business thereby creating attractiveness to present investors, future investors, public equity markets, and – yes, the customer.

Arumai will grow revenue by licensing its flagship product(s) that appeal to the existing customer base - unarguably, the first and second step in its Patents & Licensing distribution model – media companies (feature films and networks) and service providers (traditional and OTT). Each of these decisions carries with it significant implications on the product plan; selling new products to its existing customer base still requires new analysis, requirements, design, and development work. Instead, Arumai is going to take another half-step downstream, target Technicolor, Harmonic, and others, and create Arumai-Multiscreen OTT Platform™ defensively protected by its disruptive patent portfolio. This Phase 2 SPP responds to corporate strategy and is directed and intentional.

### **B. Key Questions**

- What are the top three most critical challenges our company will address this year?

Answer: The critical challenges that Arumai faces is to: continue patent prosecution, obtain issued patents, assert those patent rights as a means to fund the build-out of Arumai-Vision™, Arumai-Silver Bullet Stack™, Arumai-TranStream™, and Arumai-Multiscreen OTT Platform™

- In which geographic regions will we focus on selling our products?

Answer: Arumai will focus on the domestic market.

- Will there be any changes to the sales or channel strategy?

Answer: Arumai will seek to create Arumai-Vision™, Arumai-Silver Bullet Stack™, Arumai-TranStream™, and Arumai-Multiscreen OTT Platform™ and bundle it with licenses from its present patent portfolio.

- What are the revenue and profitability expectations for each product line?

See Section III. C. – 7-Year P&L

- Will there be any changes to the focus of marketing and advertising?

Answer: As a B2B company for Arumai-Multiscreen OTT Platform™, Arumai expects expenditures on marketing and advertising to be minimal.

- Are new markets or product lines being considered for the future?

Answer: Not at this time.

- What strategic partnerships are on the horizon?

Answer: A robust offering and R&D partnerships with hardware OEM's.

- What resource changes does Arumai expect for the coming year?

Answer: In the first full year of Product Development, Q2 2019 to Q4 2019. Arumai expects a burn rate of \$3.0 million that includes partial pickup of Corporate, R&D, and Legal overhead. Royalties from Patents & Licensing, it is expected, will offset this SBU's required development costs.

Arumai will follow a practical approach to MRD that will involve a series of meetings where Product Management presents their market and customer information to management, who then has a chance to discuss what they have heard and how they think it should apply to the future of Arumai. Product Management will replay the conclusions and decisions from the previous discussion(s) and then present a proposed product strategy. Arumai will reach a consensus on the going forward strategy and Product Management (with the assistance of R&D) will present

an updated roadmap and proposed release schedule for the coming quarters for final review and approval.

Arumai has the budget and will requisition for the creation of an EVP of Product Development position who will deliver quality products on schedule. The EVP of Product Development, given its critical strategic responsibilities, reports directly to the CEO, and is a member of Arumai's Strategic Leadership Team. This function will have P&L responsibility. The EVP of Product Development will be motivated and compensated to improve P&L and stay market focused.

### **C. Five Steps of SPP**

- Market review
- Financial review
- Corporate strategy
- Product strategy
- Product Roadmap and Release schedules

### **D. Conclusion**

Arumai, as a pure play OTT products and solutions technology company, measures its success by the success of its products. This Phase 3 MRD addresses market and customer needs AND supports Arumai's growth strategy.

## **II. Market Review**

### **A. Arumai-Multiscreen OTT Platform™**

OTT sites increase to gain popularity as consumers are eager to watch fresh video contents on all their connected devices. For content owners, a TV channels, telcoms, or a products and solutions company it may be the right time to (re)launch your Multiscreen OTT offering. This SPP intends to start from the reference technology choices in this game, explain the major challenges of such type of service and the associated DRM issues, and finally drive you throughout the different market options to setup proprietary platform on a close basis.

#### **1. API Reign**

The API is the foundation of Arumai-Multiscreen OTT Platform™, the alpha & the omega of service reusability and agile development on a maximum of heterogenous client platforms. Clever API architecture with dedicated endpoints by devices to optimize the data exchanges, API degradability strategies -- this is definitely the major key of Arumai-Multiscreen OTT

Platform™ anticipated success and the reason why its API will generate the most traffic in the U.S. for a single platform. Arumai will balance investments in (hardware) systems and connectivity with the required scalability and flexibility. Today's encoding systems are dimensioned on peak loads (e.g., during special events) while the financial returns on those systems are driven by overall utilization of the infrastructure. As a result, content providers have not enough infrastructure for peak hours and special events, although their existing infrastructure is underutilized or idle at the rest of the time.

## **2. Wide cross-platform client support**

Arumai-Multiscreen OTT Platform™ will be available on hundreds of different client platforms (PCs, smartphones and tablets, game consoles, Smart TVs, BluRay players, dongles, and set top boxes) allowing to start and finish playback everywhere the consumer wishes. If you do not provide multiscreen support, the platform is bound to fail, so Arumai will invest heavily on this topic and hire a crew of frontend development engineers.

## **3. HTML5 mutualization**

All of Arumai's client application rely on HTML5 as the UI medium, and Arumai will make a further substantial investment on this technology as it conveys a definitive advantage as regards developments mutualization and flexibility of UI repackaging. It has been proved that on controlled environments, the HTML5 user experience has nothing to envy to native apps. Given the fact that consumers are increasingly facing HTML5 frontends, their tolerance to less-shiny UI experiences tends to increase, and is a good point. It gets complicated currently if you cannot deploy your own engine and have to rely on various HTML5/video/DRM combos but still it is a good target for keeping the development budgets low.

## **4. Custom Webkit engine**

To achieve the cross-platform reusability of its custom developments and optimizations, Arumai will build its own flavor of Webkit+QT engine and use it as basis for the SDK they propose device manufacturers to integrate. Arumai believes it possesses the leveraging power that few brands have on the market today.

## **5. Arumai-Vision™ Streaming secret sauce**

Arumai relies on a proprietary streaming video protocol, Arumai-Vision™ (likened to DASH) subset + PlayReady DRM bundle that it will embed in their SDK and use on their client deployments. It allows them to produce the strict minimum of packaged streams variants and therefore to minimize their storage needs. Additional DRMs might be required to cover the whole clients range, though.

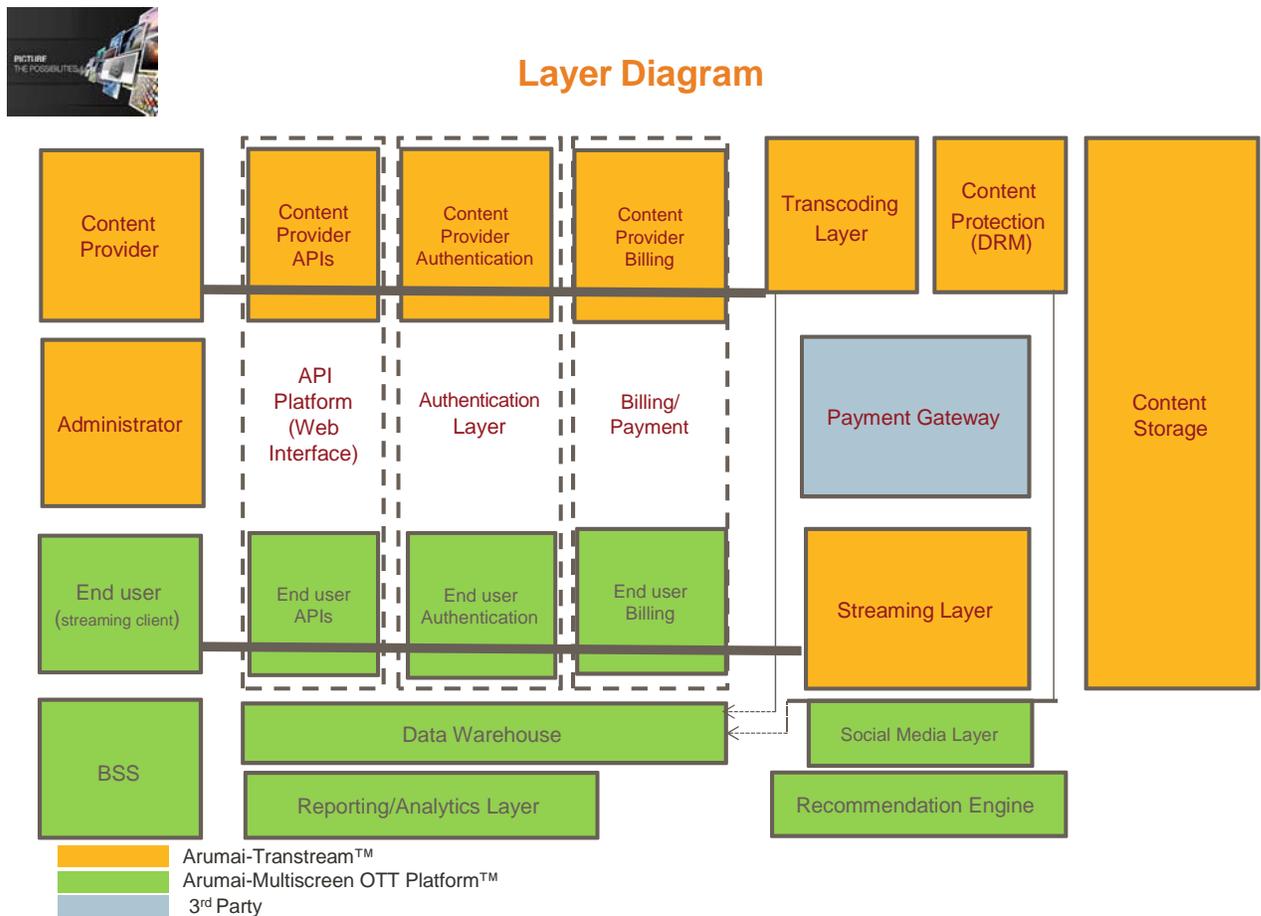
## **6. Arumai-TranStream™**

By migrating its platform to the cloud in Arumai-TranStream™, Arumai has achieved a jump towards scalability and failover. While this might be overkill for a medium size OTT project, it gives a good clue of how you can achieve dimensioning for both content preparation/service and massive API service. This is also one of the most rocket science topics in the panorama, so Arumai need sharp backend/workflow talents to achieve a similar deployment.

## 7. Arumai-Multiscreen OTT Platform™ Reference Architecture

To build its platform, Arumai will need to develop or integrate a wide range of service components (see Figure 1 for required blocks). Here is an insights list on key points to evaluate when choosing or building a solution.

**Figure 1. Arumai-Multiscreen OTT Platform Reference Architecture**



### a. Subscribers management

As it is not a good idea to manage your subscribers right inside the OTT platform, Arumai will do

it in an external Subscriber Management System (SMS), more specialized and powerful, in case the need develops to add different services types like IPTV, and for features reasons.

**b. Devices management**

The chosen solution shall allow various types of devices use limitations, from global number of devices per account to devices families limitations, devices monthly renewal limits and simultaneous streams limits per account. Here the key is to provide to rights-owners the best level of guarantee that their contents will be consumed accordingly to negotiated contracts.

**c. Payment gateway integration**

Arumai will bill for clients/subscribers' money from their credit card or Paypal account, depending on scenarios (the latter implying recurring payments). The chosen solution must therefore provide the maximum flexibility and the shortest time to market for implementing these scenarios with the local payment gateway service provider. This is a very sensitive part of the project.

**d. Commerce engine flexibility**

Arumai's chosen solution must support various commercial packages/bundles, with all kinds or promotions/discounts means, in order to fulfill the needs for various scenarios. Arumai's offer will include live and catchup services, and they will be also be supported – which means at least ad-insertion capability from Arumai-TranStream™.

**e. Personalization capability**

Arumai will include personalized recommendations for each user, in order to maximize video playback rates. Therefore, the solution will provide at least a minimalistic recommendation engine capability, or better – integrate with a specialized market solution for recommendations.

**f. Social media integration**

Arumai will maximize its communication impact on social networks, and will at least require Facebook & Twitter “like” comments publishing in the frontend apps, and getting the data streams back from the networks inside the frontends. Arumai shall also require users voting feature in order to facilitate fine recommendations issued from social buddies tastes. Arumai will integrate social media from peer to peer system, an ecommrce solution from Lionshare Mobile Media, and video from Periscope, Meerkat, Tango, and YouTube.

**g. Devices coverage**

As connected devices generally do not behave like standard browsers and PCs or propose smooth development tools, a specific effort on exploring the devices streaming requirements and capabilities is also needed prior to getting deeply in this business.

**h. Native/HTML5**

Arumai will reuse the same HTML5 frontend from Arumai-TranStream™ with specific animations optimizations for each target platform’s browser engine.

**i. Documentation**

Short time to market relies on extensive API documentation and good bootstrap tutorials/reference apps.

**j. Logging**

Extensive logging is the basis of a rich analysis capability afterwards, so this must be a hard requirement for Arumai-Multiscreen OTT Platform™ API.

**k. Analytics**

Solution providers offer analytics features ranging from API on which Arumai must develop its custom reporting tool, to OLAP cubes and advanced reporting generators.

**B. Markets**

**1. Dongle OEM’s**

A dongle is a small piece of hardware that connects to another device to provide it with additional functionality. The term "dongle" is associated with similar devices meant to provide additional forms of wireless connectivity to devices as small form factor digital media players (such as Amazon Fire TV Stick, Apple TV, Chromecast, and Roku Streaming Stick) and personal computers (such as Chromebit and Intel Compute Stick) meant to plug directly into an HDMI input. Arumai will bundle Arumai-Vision™ within the licensing agreements of its video scaling and streaming video technologies in the form of patent and product licensing agreements.

**Figure 2. Installed Bases of Dongles**

	<b>Installed Base</b>	<b>Market Share</b>
<b>Apple TV</b>	<b>21,300,000</b>	<b>19.54%</b>
<b>Chromecast</b>	<b>36,900,000</b>	<b>33.85%</b>
<b>Amazon Fire TV</b>	<b>35,800,000</b>	<b>32.84%</b>
<b>Roku</b>	<b>15,000,000</b>	<b>13.76%</b>
<b>Total</b>	<b>109,000,000</b>	<b>100.00%</b>

The average U.S. household has 2.3 dongles.

## 2. “Big-Ticket” OEM Devices

### a. Smartphones

Statista estimates the U.S. installed base of smartphones at 238 million at the end of 2017.

### b. Tablets

TechCrunch estimates the U.S. installed base of tablets at 14 million at the end of 2017.

### c. Game Consoles

Statista estimates the U.S. installed base of video game consoles at 52 million at the end of 2017.

### d. Smart TV

Fraunhofer, through [www.statistica.com](http://www.statistica.com), reports that in 2017, the installed base of Smart TV’s in the U.S. was approximately 145 million units.

**Figure 3. Installed Base of Big-Ticket OEM Devices**

<u>Device</u>	<u>Installed Base</u>
Smartphones	238,000,000
Tablets	14,000,000
Game Consoles	52,000,000
Blu Ray Players	48,000,000
Smart TV	144,700,000
Total Big Ticket OEM Devices	496,700,000

## 3. Service Providers

### a. Cable

**Figure 4. Installed Base of Top Cable Companies**

<u>Service Provider</u>	<u>Installed Base</u>
Comcast	22,500,000
Charter Communications	17,200,000
Cox Communications	4,100,000
Altice	3,600,000
Frontier Communications	<u>1,500,000</u>
Total	48,900,000

b. Satellite

**Figure 5. Installed Base of Satellite and Telecom Companies**

<u>Service Provider</u>	<u>Installed Base</u>
DirecTV Now and U-Verse	25,300,000
Dish Network	<u>13,700,000</u>
	39,000,000
<u>Service Provider</u>	<u>Installed Base</u>
Verizon FIOS	<u>4,700,000</u>
	4,700,000

### III. Financial Review

#### A. Revenue model

In this Stage 2 of Arumai’s revenue model, management is cognizant of the fact that to bring the greatest value to our shareholders we have evolved into a product company. Management cannot think of one company that has fared well in the public markets as a pure licensing business model, in fact management is aware of one company – Acacia Technologies – whose recent stock performance is less 50% of the performance of the DJIA. It is another fact that MPEG LA, LLC has never attempted to go public.

Arumai is working to aggressively to extend its licensing models for video and imaging processes into the primary markets of the OTT products and solutions ecosystem of transcoding & streaming systems, streaming video protocols, multiscreen OTT video for Operators, and now this OTT Platform with Social Media Layers for OEMs. Arumai bases its design revenue model primarily on application from its pending patent pool across the OTT products and solutions

industry.

Hence, management is of the opinion that with our Dream Team of an R&D department, Arumai will easily transform into a provider of OTT platforms with Arumai-Multiscreen OTT Platform™.

## B. Pricing Model

### *Pricing Strategy*

Of the several time tested pricing strategies, the Company has examined price skimming, penetration pricing, and competitive pricing in its quest to devise a logical model for the launch of the Company’s technologies.

### *Price Settings*

In the factual setting of its product launch prices, the Company has considered the following price setting alternatives -- psychological price setting policy, a pricing flexibility policy, a product line policy, and a promotional price policy.

### *Pricing Conclusion*

Despite anything to the contrary in further competitive pricing information that surfaces, the Company has decided upon the following pricing model and price setting policies for the launch phase of Arumai’s Multiscreen OTT Platform:

**Figure 7. Pricings**

<b>Pricing Strategy:</b>	<b>Competitive Pricing</b>
<b>Pricing Policy:</b>	<b>Pricing Flexibility</b>
<b>Arumai-Multiscreen OTT Platform™</b>	<b>\$6 per unit (before volume discounts) plus training and technical support</b>

**Figure 8. Pricing Comparisons**

<b>OTT Platforms</b>	<b>Per Household</b>	<b># of TVs per U. S. Household</b>	<b>Per TV</b>
<b>Roku 3</b>	<b>\$50</b>	<b>3</b>	<b>\$16</b>
<b>Google Chromecast</b>	<b>\$35</b>	<b>3</b>	<b>\$12</b>
<b>Amazon Fire TV</b>	<b>\$40</b>	<b>3</b>	<b>\$13</b>

Arumai-Multiscreen OTT Platform™ will follow the traditional OEM pricing model of a royalty per box with volume discounts and commensurate volume miss penalties.

C. 7-Year P&L

Figure 9. 7-Year P&L

Schedule II									
Arumai Technologies, Inc.									
Forecasted Statement of Taxable Income (Loss)									
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	
<b>OTT Platform Revenue:</b>									
<i>Smart TV</i>		\$18,753,120	\$75,012,480	\$75,012,480	\$75,012,480	\$75,012,480	\$75,012,480	\$75,012,480	\$75,012,480
<i>Game Consoles</i>		\$6,739,200	\$26,956,800	\$26,956,800	\$26,956,800	\$26,956,800	\$26,956,800	\$26,956,800	\$26,956,800
<i>Blu Ray Players</i>		\$0	\$12,441,600	\$24,883,200	\$24,883,200	\$24,883,200	\$24,883,200	\$24,883,200	\$24,883,200
<i>Tablets</i>		\$0	\$0	\$21,772,800	\$29,030,400	\$29,030,400	\$29,030,400	\$29,030,400	\$29,030,400
<i>Smartphones</i>		0	0	0	123,379,200	123,379,200	123,379,200	123,379,200	123,379,200
<i>Dongles</i>		0	0	0	14,126,400	56,505,600	56,505,600	56,505,600	56,505,600
<i>Cable STB</i>		0	0	0	0	18,884,571	37,769,143	37,769,143	37,769,143
<i>Satellite STB</i>		0	0	0	0	0	19,828,800	26,438,400	26,438,400
<i>Telecom STB</i>		0	0	0	0	0	0	2,384,640	2,384,640
<b>Total Royalties</b>		25,492,320	114,410,880	148,625,280	293,388,480	354,652,251	393,365,623	402,359,863	
<b>Technical Training and Support:</b>									
<i>Training</i>		324,267	1,311,147	1,311,147	1,311,147	1,311,147	1,311,147	1,311,147	1,311,147
<i>Support</i>		0	0	0	0	0	0	0	0
<b>Total Revenues</b>		\$25,816,587	\$115,722,027	\$149,936,427	\$294,699,627	\$355,963,398	\$394,676,770	\$403,671,010	
<b>Cost of Revenues</b>									
<i>Training &amp; Support</i>		977,520	997,405	998,517	999,664	1,000,844	1,002,060	1,003,312	
<b>Total Cost of Revenues</b>		977,520	997,405	998,517	999,664	1,000,844	1,002,060	1,003,312	
<b>Gross Profit</b>		24,839,067	114,724,622	148,937,909	293,699,963	354,962,554	393,674,710	402,667,697	
<b>Operational Expenses</b>									
<i>Marketing &amp; Sales</i>		50,000	55,000	90,000	120,000	120,000	120,000	120,000	
<i>Research &amp; Development</i>		1,075,004	1,075,004	1,075,004	1,075,004	1,075,004	1,075,004	1,075,004	
<i>General and Administrative</i>		1,585,928	2,067,495	2,641,226	2,845,452	3,047,920	3,292,274	3,587,487	
<b>Total Operational Expenses</b>		2,710,932	3,197,499	3,806,230	4,040,456	4,242,924	4,487,278	4,782,491	
<b>Operating Profit</b>		22,128,135	111,527,123	145,131,679	289,659,508	350,719,630	389,187,432	397,885,206	
<i>Interest Income</i>		0	17,766	65,944	145,709	281,995	453,404	649,349	
<i>Interest Expense</i>		0	0	0	0	0	0	0	
<i>Depreciation and Amortization:</i>									
<i>Property and Equipment</i>		13,600	54,650	106,250	158,450	184,550	200,550	214,600	
<i>Other Assets</i>		0	0	0	0	0	0	0	
<b>Income Before Taxes</b>		22,114,535	111,490,240	145,091,373	289,646,767	350,817,075	389,440,286	398,319,955	
<i>Income Taxes Paid</i>		9,453,994	42,366,291	55,134,722	110,065,771	133,310,489	147,987,309	151,361,583	
<b>Net Income (Loss)</b>		\$12,660,541	\$69,123,949	\$89,956,651	\$179,580,996	\$217,506,587	\$241,452,977	\$246,958,372	

IV. Corporate Strategy

A. Arumai-Multiscreen OTT Platform™

What the VC's on Sand Hill Road in Menlo Park, Cal. and bulge bracket underwriters in New York are all focused on is splashy B2C, social media type investments – searching for the next Facebook. But, they fail to realize, or perhaps would like to forget, that without the backbone, enabling technology such as that possessed by Arumai their offerings would suffer by comparison – no YouTube, no Apple TV, no Chromecast, no streaming video from smartphone

to PC/laptop/tablet, no streaming video from PC/laptop/tablet to Smart TV.

Hence, management is of the opinion that with our Dream Team of an R&D department, Arumai will transform into a designer of a transcoding and streaming solution - Arumai-Multiscreen OTT Platform™.

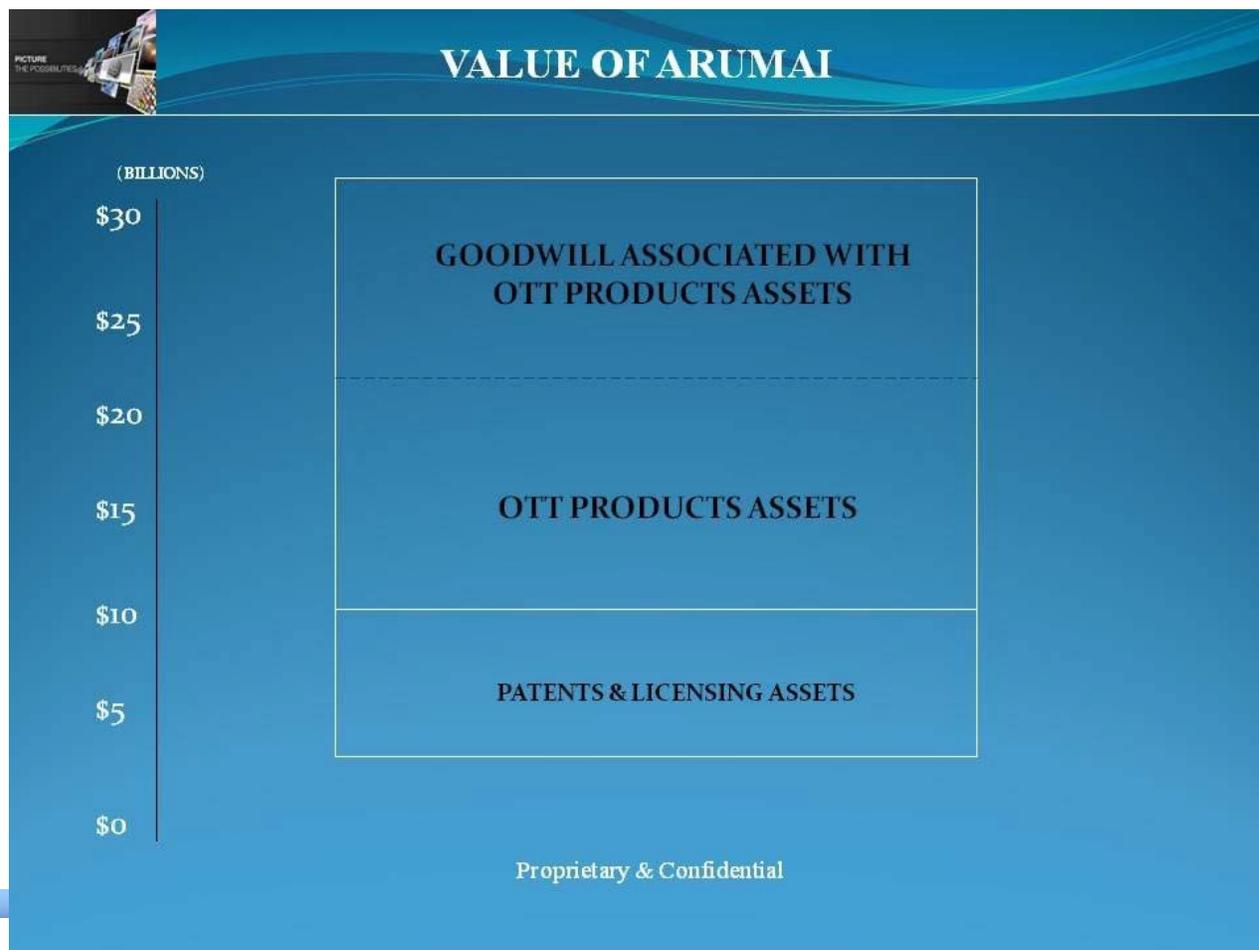
## V. Product Strategy

In Stage 2 of Arumai’s revenue model, management is cognizant of the fact that to bring the greatest value to our shareholders we have evolved into a product company. The concept is simple and an analogy that management has begun to utilize:

If Apple was sold to God for “z,” he/she would be paying “x” for the Apple assets and “y” for the good will created by Apple. In bringing full value to stakeholders, this is the essence of the Arumai’s product strategy that is lacking in a Patents & Licensing business model.

Pictorially, it would appear as follows:

**Figure 10. Value of Arumai**



## **VI. Product Roadmap and Release Schedules**

### **A. Technology Roadmap**

With respect to its OTT Video Suite of Products and core scaling and streaming formulas and video processing of digital zoom and pan technologies, Arumai expects to experience intermediate term growth beyond a strong penetration of its initial channels within the OTT products and solutions paradigm and has begun collaborating with other leading technology groups to extend its processes into new markets and new applications.

The present focus of the Company is to be the pioneer in the OTT products and solutions movement, providing licensees with the most robust technology available.

In the opinion of the management, the Company possesses most or all of the core competencies to ride the Video Value Chain a half-step downstream (towards the end user) in the creation of a Arumai-Multiscreen OTT Platform™ as a means to growing its revenue base as follows.

### **B. Release Schedules**

The best qualities produced have show time based release trains. A time based release is one that does not wait for either features, or bug fixes - but is based (as purely as possible) on time. This enforces discipline in introducing fixes, gives predictability, and allows more regular releasing. Synchronizing our time based release schedule within the OTT product and solutions ecosystem also has huge advantages, by getting new features out to users as quickly as possible (basically, a software update) - with a minimum of distribution cycle lag. In consequence, Arumai aims at six monthly releases, and over time nudge them to align well with the March/September norms.

Note: The dates mentioned in the schedule may shift if there are serious technical or other problems with the release. It might need an extra Release Criteria (“RC”) if the final release candidate does not fit the RC.

The release is time based but the schedule defines calendar months instead of exact dates. Arumai can delay the release by a few months because of blocker bugs, build problems, and other technical issues.

Arumai bases the schedule on the following rules:

- do the major release every six months and synchronize it with major distribution channels; it always comes with a wide range of features, fixes, and enhancements;
- do a pure bug fix release every month after the main release until it is good enough even for the most conservative people; do it less frequently afterwards;
- do pure bug fix releases, including security fixes, until the next release is ready for most

conservative people do not do two builds the same week.

**Figure 11. Release Schedule – Arumai-Multiscreen OTT Platform™**

