

Accelerating eCommerce

In the fast growing digital economies of the world

Investor Presentation

March 2021

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COMPANY OVERVIEW

Company overview



- Founded in 2007, based in India, started as an eCommerce enabler, entered into the payments sector through the merger with India's leading payment gateway platform CCAvenue in 2017 (CCAvenue founded in 2000); B2B customer focus
- Solutions cover full stack Online Digital Payments (Payments) and Enterprise Software Platforms (SaaS) including cloud service
- Expanded to Middle East payments market through acquisition of payment gateway in Jun'18; became second largest non-bank private player in the UAE in 18 months; EBITDA & PAT positive
- ➤ In Sep'19 launched PG in Saudi Arabia, followed by launch in the US in Feb'20, further expanded in Oman in Jun'20
- Currently conducting business expansion activities
- > Only listed fintech company with a profitable track record

Payments Transactions Value (GTV); UAE – second among non-bank private payment companies

➤ Listed on BSE & NSE, part of FTSE Small Cap Index; and part of MSCI Global Small Cap Indexes

1.7+ mn	Rs 100,000+ cr	Rs 80,000+ cr	Top 2
merchants; amongst highest in India	CY 2021 Payments GTV run-rate ¹	orders processed on largest platform implementation ²	in India & UAE ³



INDIA					
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Two core business lines (Payments & Platforms) with multiple growth engines



Full Stack B2B Digital Payment Solutions

Enterprise Software (SaaS) Platforms

Payment Gateway + White Label

Payment Gateway Services (CPGS)

B2B + White Label Neo Banking + DMT + Assisted Commerce

Bill Payments

Hospitality

Entp. eCommerce SaaS Platforms

CC-Avenue®

CC-Avenue®

CC-Avenue®

GO PAYMENTS



Bill Avenue®

renue® Res-Avenue®

BuildaBazaar

- Frontend PG for merchants
- White-labeled by HDFC, Kotak, JPM¹
- Marquee clients
- 200+ payment options
- Multi-currency
- PCI-DSS 3.2.1
- Present in UAE, KSA, Oman, USA
- Compliant to local regulations in these geographies

- Backend card processor for Banks
- Offers MPI, switch and network
- Test launched in Oman; now 90%+ Oman's online card volume secured
- Multiple fees from setup to per transaction
- PG agnostic
- Plans to launch globally including India

- Automation of Collection (Receivables) & Payment (Payables) for corporates
- Complements PG;
 higher wallet share
- White-label arrangement with HDFC Bank

- Digital banking for corporates and SMEs
- Corporate credit cards
- Prepaid cards
- Lending
- Domestic Money Transfer (DMT)
- Assisted commerce
- Cash collection services for corporates

- RBI licensed BoU and CoU for single window bill payments
- 600,000+ agents on ground across 2600+ Indian towns
- Billers across segments
- Exclusive processor for top 3 LGP companies
- Experiencing sharp growth

- Hospitality platform to book and distribute hotel inventory integrated with IAL's PG
- Channel manager and booking engine allows to pool and distribute rooms across various sales channel and collect money through PG
- 2500+ hotels
- India + UAE

- SaaS platforms for large scale eComm implementation
- Govt eMarketplace largest eComm implementation; est. \$100+b annual GMV; 10+m sellers
- Data center for public cloud svc
- Production ready blockchain platform running on HyperLedger
- Domain infra service

Go Payments is IAL's 52.4% subsidiary GRIT is a 100% subsidiary of Go Payments

Business monetization ecosystem





Corporate Credit

Cards

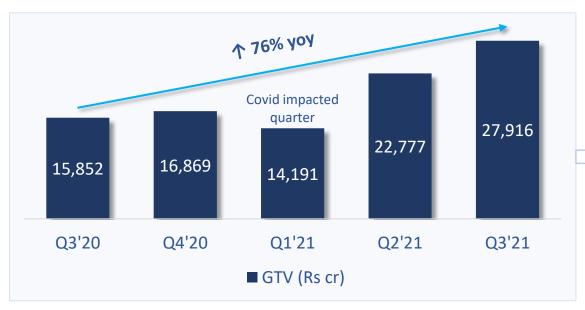
Multiple sources of revenue generation ...

... and per transaction revenue pricing model

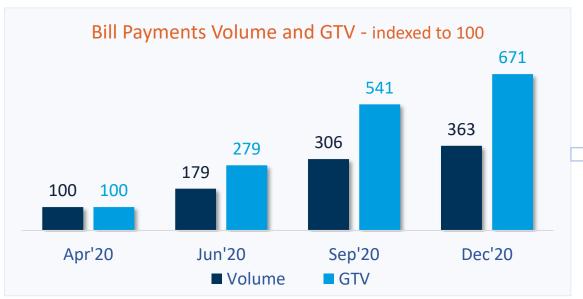
BUSINESS OVERVIEW

Strong operating performance in Payments business





* GTV - Gross Transaction Value



Sharp jump in payments processed

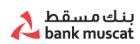
- Monthly GTV Rs. 9,200 cr vs ~Rs. 8000 cr qoq (India + UAE)
- o FY21 exit GTV target (i.e. March 2021) Rs. 10,000-11,000 cr
- Credit Card spend 2.5x vs. Apr'20
- > Strong merchant addition continues to build pipeline
 - 200+ registrations per day, on an average vs. 150 in Q2
 - o Retail, Education & Grocery continue to take the large pie
 - Groceries registrations increased vs Q2
 - B2B registration trebled and utility doubled
- Q3 bill payments volume up 222% yoy and 31% qoq
- ▶ 94% market share of the total 19,316 billers on BBPS as of December 2020. We are a TSP to majority of them.
- BBPS to expand number of channels and biller categories, and add 2mn agents across India to expand bill payments network
- In India, 20+ mn bills¹ get generated everyday; there are 1+ mn billers across the country
- Repeat business²: **100%**



Successful launch and growing demand for CPGS – revenue and profitability driver



CPGS – An on-premises and SaaS based global payment solution to process cards of various payment networks (like Visa/Mastercard/Amex and more) for financial institutions (FIs)





- ➤ Entered Oman in 2020; our 3rd GCC country after UAE in 2018 and Saudi Arabia in 2019
- Partnered with Bank Muscat (largest bank) and BankDhofar (second largest by market value)
- Multiple revenue streams; AMC, per txn fee & more
- Hosted from India



- Partnered with India's largest conglomerate by market value to offer CPGS services
- Significant scale opportunity

Oman Opportunity

- Majority market share of cards by our clients
- Growing eCommerce market; low penetration
- Potential to process large number of card txns.
- Opens up opportunity to target other banks/FIs

CPGS growth drivers:

- High volume
- Per transaction fee; No pass thru
- Assured growth; as digital transactions increase
- ➢ No PG required
- Geography agnostic; international focus
- Controlled from India; cost advantage

Empowering unbanked to access digital financial services

- Operates through the brand 'Go Payments' to provide *assisted commerce* services such as domestic money transfer (DMT), mobile recharges, bill payments, cash collection, prepaid cards, travel booking, insurance, and more
- Target customers: B2B- Corporates, MSMEs and Govt. organizations
- IAL aims to strengthen offline payments business and cater to the underserved, unbanked and underbanked billion population across India
- 30,000+: Active agent network Pan India











TRAVEL







PREPAID CARDS **(OPEN LOOP** & CUG)



AADHAR ENABLED PAYMENT SYSTEM (AEPS)



BHARAT BILL PAYMENT SYSTEM (BBPS)







^{*} GTV – Gross transaction value (December '20 run-rate)

One stop platform for banks and businesses to launch remittance service



- End-to-end plug and play bank grade RemTech platform (B2C & B2B) for cross-border remittances and payments
- Can be white labelled for banks with blockchain technology to launch cross-border payments, both inward and outward (Kotak Bank, Axis Bank, Yes Bank, Muthoot Fincorp, and many more)
- Plug & play end-to-end solution, multi-country multi-currency, real time, low cost asset lite model, Ripple (blockchain) integration
- We have invested since its launch and are confident of driving robust growth in the future. This business will enable us to gain and expand a strong foothold in the remittances segment globally
- 100% customers (>6mths) have given repeat business
- Market Size: P2P \$625 bn | B2B \$125 tn













DigiRemit

Integrated Tech Platform to enable end-to-end Inward and Outward Remittances



BizPay Payments

Integrated Tech Platform to facilitate Cross-Border **Business Payments**



Last Mile

Integrated Tech Platform to enable Disbursements of inward remittances in the Receive Country



E-Com

Integrated Tech Platform to facilitate Cross-Border ECOM



DigiForex

Integrated Tech Platform to connect AD-II and Banks for automated Outward Remittances



ExCore

Integrated Tech Core to automate remittance for Exchange House











































Applying for RBI governed pan-India new umbrella entity (NUE) license, for retail payment system



> RBI intends to create NPCI-like entity(ies), a for-profit organisation

- o to broaden digital payments reach and make India a less-cash economy
- will provide a fillip to innovation and competition in the payments
 landscape and minimise concentration risk in retail payment systems
- The NUE shall be a Company authorised by Reserve Bank of India (RBI)
- Final application date: 31 March 2021 (<u>Draft Framework</u>)

➢ IAL along with consortium partners will apply for RBI license to setup a pan-India NUE focusing on retail payment systems

- So Hum Bharat Digital Payments Pvt. Ltd. (So Hum) has been set up by
 PCI's Chairman Emeritus, Naveen Surya to pursue this license opportunity
- IAL now owns majority stake in So Hum of 50.5%

Scope

- Develop, own and operate a new (apart from RuPay) cross-border retail payment network
- Setting up new payment systems in retail space comprising new generation ATMs, white Label PoS, Aadhaar based payments and remittance services, develop new payment methods, standards and technologies and more

Opportunity

- Large (more than 70%) unbanked, underbanked and underserved population in India despite significant growth in digital payments; less than 200 mn unique digital payment users in India (RedSeer Consulting)
- 1+ bn mobile connections; 450mn smartphone while 550 mn featurephone users; opportunity to target both, and reaching bottom-of-the-pyramid
- Relatively low digital transactions per capita per annum at 22 in India in FY19 compared to 2017 values of Singapore (782), USA (474), Brazil (149), China (97), South Africa (79) & Indonesia (34).
- Moody's Analytics analysed 56 countries that accounted for 93% of the world's GDP between 2008 and 2012. The study showed that use of electronic payments added \$983 bn to the GDP of various countries and raised consumption by an average of 0.7% across the 56 nations
- Govt (Meity) is working to increase digital economy's
 contribution to 20% by 2025 from 7-8% currently

Enterprise Software Platforms: end-to-end ecommerce marketplace platform & services

A hosted e-commerce platform built for large scale eCommerce implementation



Business Overview

- A cloud-based, e2e SaaS platform allowing corporates to transact online, manage the back-end (orders, inventory & logistics), make digital payments, undertake online marketing & other VAS
- > Scalable and customizable eCommerce software platform to meet large scale eCommerce implementation
- High EBITDA margin business

Select Clients -

GeM platform (procurement for Gov. of India)

- We host one of the largest online market, built for Gol's procurement, Government e-Marketplace (GeM) portal
- Govt + PSU procurements across India is c.13-15% of country's GDP
- Indian Railways, Defense, CPSE, etc. being integrated; Unified portal
- ➤ GeM cumulative GMV, as per www.gem.gov.in, is >Rs. 83,000 cr
- > GeM is working with banks, TReDS, & SIDBI to offer bill discounting & financing of working capital

Reliance's Jio Platforms Limited

- Entered into an agreement with Reliance owned JPL & its affiliates to license, customize, maintain & access Enterprise eCommerce Marketplace Platform and Enterprise Payments
- Services are now LIVE.

Trade Receivable Discounting System (TReDS)

FINANCIAL & OPERATIONAL PERFORMANCE

Business developments during Q3 '21



- > Strong operating performance leading to best ever quarterly performance
 - o Adj. PAT Rs. 15 cr (个95% qoq), Revenue Rs. 228 cr (个53% qoq); EBIT Rs. 23 cr (个33% qoq)
 - o Payments Gross Transaction Value (GTV): Rs. 27,916 cr; (31% QoQ, 76% yoy); monthly run-rate Rs. 9,000+ cr
 - Bill Payments GTV and Volume, up 269% and 222% yoy; and, up 36% and 31% QoQ, respectively
 - Merchant registration for CCAvenue; up 50+% QoQ
- GeM already surpassed FY20 GMV in 9mts of FY21
 - o Cumulative GMV above Rs. 83,000 cr as per statistics published on the GeM portal
 - US\$ 10+ bn worth of procurements processed in three years
 - 1+ mn sellers and service providers; 50,000+ buyer organisations
 - Ministries of defence, railways, CPSEs among largest buyers from GeM platform
- Signed Bank Muscat, largest bank in Oman, to offer CPGS
 - Bank Muscat and BankDhofar have majority share of cards market in Oman
- > IAL now owns majority stake in So Hum Bharat Digital Payments (So Hum); 50.5%, from 33% earlier

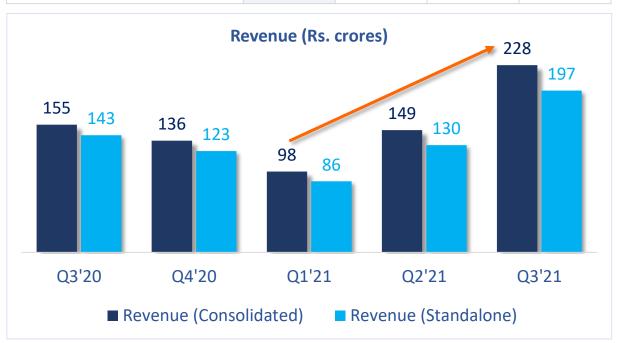
Shareholder value creation:

- NCLT approved scheme of arrangement; value unlocking for shareholders by issuing shares in Suvidhaa and DRC Systems
- Issue of Bonus shares
 - 1 bonus shares for every 1 shares held in the company

3Q FY21 Financial performance – Growth acceleration continues in Payments



Particulars (Consolidated) in INR crore	Q3 FY21	Q2 FY21	QoQ	Q3 FY20
Payments GTV	27,916	22,780	23%	15,852
Operating Revenue	228	149	53%	155
EBIT	23	17	33%	29
Profit After Tax ¹	15	8	95%	12



- In FY21, so far, we have structured the pricing in payment business for capturing market opportunities in line with the industry, to sustain profitable growth
- Revenue in Q3'21, Rs. 228 cr, 个53% QoQ
- Festivals and gradual economic recovery in Q3 lifted payment processing and revenue in India
 - Gross take rate² up 33% qoq
 - Net take rate² up 9% qoq
- Payments business recorded strong growth
 - Sharp rise in TPV: Rs. 27,916 cr, ↑23% QoQ, ↑76% YoY
 - Avg US\$ 1.2+ bn payment processing in each month of Q3
 - Aviation, travel & tourism, hotel and entertainment industry gradually recovering
- Bill payments registered highest volume ever
 - o 6.4 mn in Q3 (个31%) QoQ
- Platforms revenue buoyed by uplift in GeM procurements
- ➤ EBIT Rs. 23 cr, ↑33% QoQ
- ▶ PAT Rs. 15 cr, ↑95% QoQ

⁾ PAT excluding share of profits of associates

²⁾ Excluding zero MDR payment options i.e. UPI, Rupay & Bharat QR (constituting 8% of GTV)

INVESTMENT THESIS

Key Investment Thesis: A Leading Global Financial Technology Company



Large market opportunity

- A. Globally, the digital payments market size is expected to touch \$10 tn by 2026, 14.3% CAGR (2019-26)
- B. Strong growth potential amid increasing digital transactions as majority of revenues are transaction-based

Addressed through integrated & scalable market leading solutions

- A. CCAvenue: A full stack B2B SaaS digital payments platform offerings (PG¹, Neo Banking, B2B payments)
 - 1.5+ mn merchants in India & International markets & 70% of India's web merchants use this platform
- B. BuildaBazaar: An enterprise SaaS platform to transact online, manage back-end & marketing, make payments
 - Hosts one of the largest online market for Gov. procurement GeM² and recently signed up with Jio Platforms to power its Enterprise
 eCommerce Marketplace Platform and Enterprise Payments

Significant upside potential

- **A.** Deeper penetration in India, which currently accounts for 80% of revenue
- B. International presence & expansion
 - Expanded to UAE in Jun' 18 & became the 2nd largest non bank private payment company in the UAE in 18 months
 - Launched PG in KSA (Sep' 19), followed by launch in the US in Feb' 20, further expanding in Oman
 - Will launch / expand in 10+ countries over next 36 months
- C. New Products: a) Payment gateway Backward integration in payments acquiring services; b) Launched secured lending (Express settlement); c) Launching neo banking

Seasoned & motivated leadership team

- A. Vishal Mehta, MD: Founder of the Platforms business is an MIT grad. & a former executive at Amazon, USA
- B. Vishwas Patel, Director: Founder of the Payments business, is also the Chairman of Payments Council of India
- C. Core Management Group is with the organization since inception

Robust financial results, poised for high growth

- A. Revenue of ~INR 637cr in FY20, EBITDA and Adj PAT margin of 24% & 15%, respectively, in FY20; 64% & 44% respectively as a % of Net Revenue
- B. Consistently converting EBITDA to cash
- C. >INR 100 cr in Cash from operations in last three years, Positive FCF
- D. Capex behind us



India growth

- Payment Gateway
- Bill Payments
- Domestic remittance + assisted commerce
- Gov. of India e-Marketplace (GeM)
- Reliance's Jio Platforms Ltd.
- Retail Payments License (application stage)

International expansion

- GCC (UAE, KSA, Oman, Bahrain, Kuwait, Qatar)
- > USA
- Footprint in 10+ countries in the next 2-3 years

New businesses

- CGPS Processing online card payments for banks
- Neo banking for SMEs & Corporates GRIT
- Working capital loans, express settlement, credit and pre-paid cards

Additional growth drivers

- India: full-stack digital payment solutions
- Overseas: 'Country-in-a-Box' strategy
 - UAE, Saudi, Oman and USA
- Consistently converting EBITDA into free cash
- Almost debt free company
- Major capex cycle behind us
- Experienced management and strong core business teams; unchanged since inception



Growth Trajectories

- Consumers digital demand
- Merchants digital adoption
- B2B automation
- Low eCommerce share of spending
- Increasing eGovernance
- Single window bill payments
- Digital banking & financial services
- Digital lending
- New platforms to reach unbanked
- New simplified payment options
- Acceptance across age groups and genders
- Digital cross-border payments
- International expansion

Market Size

US\$ Trillions

Growing ecosystem demand, driving market expansion GLOCALLY





Fintech offering	Infibeam Avenues	Peer 1	Peer 2	Peer 3
Payment Gateway	✓	✓	✓	✓
Bulk Payments	✓	×	×	✓
White label solution	✓	×	×	*
Acquiror Processor (MPI, Switch, etc.)	✓	×	×	*
Lending	✓	×	✓	✓
BBPS	✓	✓	✓	*
ResAvenue	✓	×	×	*
Domestic Remittances	✓	×	×	*
International Remittances	✓	×	×	*
Corporate Credit Card	✓	×	✓	✓
Corporate Prepaid Card	✓	×	×	*
Software Platforms	✓	×	×	*
International presence	✓	×	✓	*
Profitable	✓	✓	×	*

Strong industry experience backed by highly motivated team



- ➤ Leading Digital Payments Solutions & Software Platforms Company with nearly two decades experience in building scalable software frameworks
 - Launched a digital commerce Platform to democratise e-commerce businesses to transact online
 - Bootstrapped and built a strong brand in digital payments (CCAvenue) and platform (BuildaBazaar)
 - Launched a scalable & integrated digital Software eco-system right from building Online marketplaces, acceptance of Online digital payments in multiple currencies, and Cloud infrastructure to store and compute online data

> Key Strengths

- Strong founding team committed to build a strong product
 - Vishal Mehta (Founder and MD, ex-Amazon USA; Cornell & MIT, USA)
 - Vishwas Patel (Founder and ED; Chairman- Payments Council of India; Mumbai University)
 - Vijay Subramanian (Co-founder, ex-Amazon USA; IIT Madras, UIUC, USA)
 - Neeru Sharma (Director, Enterprise Platforms, ex-Amazon USA; Carnegie Mellon Univerysity)
- Experienced management & strong technology team
- Comprehensive all-in-one integrated digital technology portfolio entirely built in-house

Understanding of India's e-commerce and payments sector

- We understand customer behaviour, procurements, payments, delivery behaviour, industry requirements, fulfilments, demand and supply
- We understand B2C commitments and have accordingly built B2B2C platform products and solutions

> Committed to pushing the boundaries of digital payments and commerce

- Marquee clients in domestic (India) & international markets use our enterprise e-commerce & payments platform
- Awarded exclusive mandate, competing with some of the well-known global tech giants, to offer our e-commerce platform to the Government of India for Central and State government procurements, online (government procurement target: \$100 bn)

Strong and growing Leadership Team (see next slide for details)

- Strong team committed to building a successful business
 - Srikanth R. (President, Ex-RJio, Polaris)
 - Hiren Padhya (CFO, Ex-Adani Export, Duravit)
 - Ramya Murthy (Head, HR, Ex-Amazon, Lulu)
 - Shyamal Trivedi (Company Secretary)
 - Purvesh Parekh (Investor Relations, Ex-Reliance, JPMorgan)
 - Shekhar Singh (Corporate Communications)

Payments Business

Out of the box capabilities



- 1. Top notch PG and B2B payments and collections automation with white label solution
- 2. Onboarding banks globally to process card schemes; backward integration in payments acquiring
- 3. Neo-banking, digital lending and card issuance through secured or low-risk business model
- 4. 200+ payment options including multi-currency capability
- 5. Merchant onboarding in less than 24 hours
- 6. Transaction management capabilities to view analytical reports, authorize & refund transactions and manage disputes
- 7. Extensive and customizable payment collection through Payment Link via email, SMS, WhatsApp etc. which can offer a complete end to end automation for collection through payment links
- 8. India's largest online EMI engine with 15+ banks' EMI options
- 9. Robust risk management capabilities to track merchant & customer fraud, with negative database of 18 years and DIY tools for velocity checks and blacklist controls
- 10. Fast and automated settlement process with option for single settlement & split settlements
- 11. APIs available across platform to automate end-to-end PG implementation; transaction processing to settlement recon
- 12. Simple and ready integration with multiple platforms which can enable merchants to accept payments in a few hours
- 13. MID Management

Enterprise Software Platforms Business

Out of the box capabilities



- 1. Online registration & verification system for seller on boarding; online verification of KYC proofs
- 2. Ability to create and manage multiple user per seller profile; supports role based access
- 3. OEM management
- 4. Ability to customize risk profile score algorithm to identify sellers that need to go through manual validation/ authentication
- 5. APIs to support catalog upload & product rendering on the market
- 6. Intelligent classification system to help sellers identify correct category for product uploads (based on search)
- 7. Sellers can have the ability to define their shipping capabilities
- 8. Sellers can restrict COD as a payment method
- 9. Allowing multiple MRPs for the same product simultaneously
- 10. Integration with third party systems to upload catalog
- 11. Batch based work allocation to approvers to handle scale
- 12. Text 'Search Engine' based on Solr enterprise search; 'Faceted Search' to narrow down search results by applying multiple filters
- 13. Rule based coupon system, ability to customize promotions, algorithm based bulk promotion codes generation
- 14. Order management system: split items into multiple shipments, track package delivery, manage returns, deep integration with POS
- 15. Loyalty program integration
- 16. Value added services: domain registrations, online digital marketing, data storage and compute, other ancillary web services

The IAL ecosystem advantage



Human Capital



750+

IAL employees

400+

Fintech team

8-10 people

in each international location (lean team)

<25 people

India sales team (low customer acquisition cost)



Customer Capital (1111)



2 mn

Merchants integrated on IAL fintech platforms

100+ mn

Consumers accessed through various solutions

150+

Avg daily merchant registrations

10+ mn

Cards on file

Few Awards and Recognition



Best Digital Payment Processor

India Digital Summit 2020, by IAMAI

Best Digital Payment Facilitator

Driver of Digital Awards and Summit 2020 by Inkspell Solutions

CCAvenue recognized as Superbrand 2019 (industry and consumer verified)

Superbrands India

Risk Management Team of the Year

ERM World Awards 2019, by Transformance Forums

Most Innovative Payment Service Provider and Fastest Growing Online Payment Service Provider - UAE

International Finance Awards 2019

Best Technology Platform

Skotch Award: Technology deployment for Government Projects & Digital Platforms

Best Workplace of the Year

Employee Experience & Engagement Awards 2019

Ranked 418 in FT1000 High Growth Companies Asia-Pac 2018

Financial Times and Statista Awards 2018

Game changing idea of the year

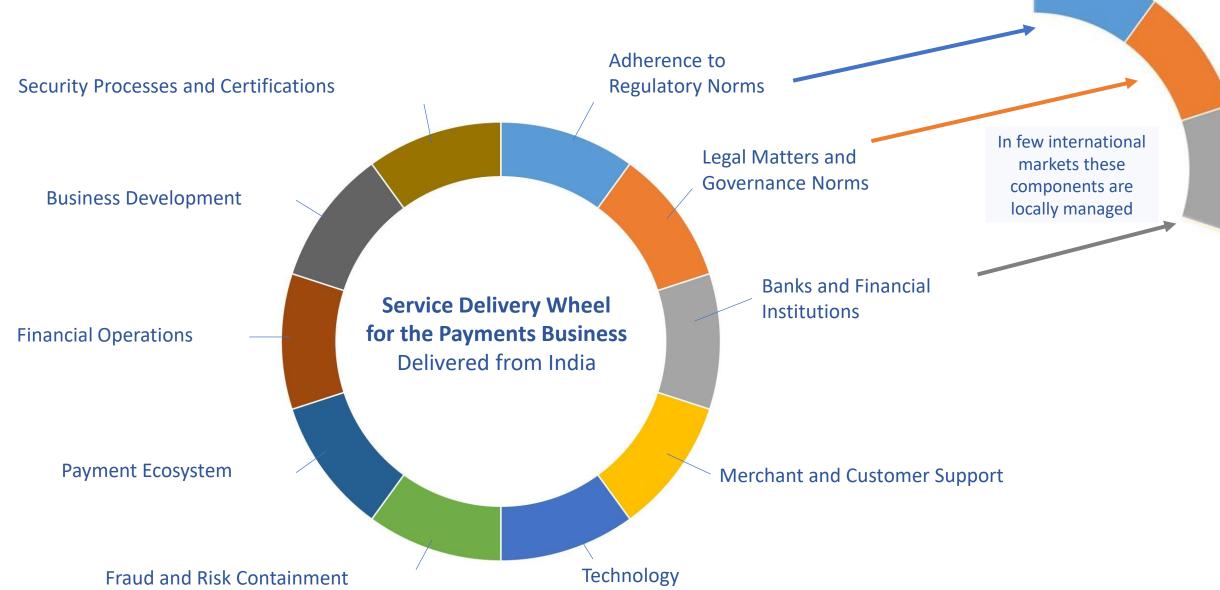
ET Retail Awards

Best Marketing Technology Combination

Martech Leadership Awards 2019 by KamiKaze & Zendesk

Operational components







Bootstrapped since inception

All fintech solutions developed in-house

IP of all fintech solutions belongs to the Company

Local and International standards' certifications and compliances

The Leadership





Mr. Vishal Mehta – MD
Engineering, Cornell Management, MIT Sloan.
Dell; Amazon USA



Mr. Vishwas Patel – Director, Head-Payments LLB, Mumbai University. Founder, Avenues India



Mr. Srikanth Rajagopalan – President FCA, FCMA.
Reliance Jio, Polaris Financial Technology



Mr. Vijaykumar Subramanian — CIO Engineering, University of Illinois, USA. Amazon USA



Mrs. Neeru Sharma – Head, Platform MBA, Carnegie Mellon University, USA. Alcatel; TCS; Amazon; EDS



Mr. Vivek Nayak – Chief Operating Officer
PGD in Advertising & Marketing, Xavier's, Mumbai.
WPP Group, Draft FCB and Grey Worldwide



Mr. Hiren Padhya – CFO
Chartered Accountant.
Durawitt; Adani Exports; Jubilant Infrastructure



Mr. Purvesh Parekh – Investor Relations MBA, IBS. JPM, Capgemini, RCOM



Thank You

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