

Purpose Fuels Growth

Powering Infinite eCommerce



Earnings & Investor Presentation

2Q FY22 (Jul'21 – Sep'21)

28 – Oct – 2021

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FINANCIAL & OPERATIONAL PERFORMANCE

Only Listed Fintech in India

Key Q2'22 highlights: All-round growth (Payments, Platforms, Secured Lending)

- **Total TPV: up 111%, Annualised run-rate of \$40bn vs. FY21 based TPV of \$19bn**
- **Payments: bettered all previous highs**
 - TPV up 80% YoY and 32% QoQ
- **GeM: Creating new high every quarter**
 - GeM GMV up >3x YoY
 - GeM to achieve GMV of INR 2tn (\$27bn) in FY23 (Source: GeM CEO in exclusive with [Financial Express](#))
- **Secured lending: strong uptake with MoM increase**
 - up 3x QoQ; from \$50mn in Q1'22 to \$156mn in Q2'22 – exceeding the guidance for the entire year
- **Bill Payments: exponential growth continues**
 - Bill Payments Volume: up >5x YoY and 77% QoQ
 - Annualised run-rate of 90mn bills vs. FY21 bill payments volume of 25mn bills
- **Merchants: highest ever addition; building a strong future pipeline with potential for cross-selling**
 - 4mn+ as of Q2'22; 1mn+ added in 1H'22, ~0.5mn added in Sep'21 alone

Performance snapshot – Q2 FY22

Total TPV

INR 64,300 cr

\$ 8.7 bn

27 % QoQ

111 % YoY

Gross Revenue

INR 311 cr

\$ 42.0 mn

44 % QoQ

109 % YoY

Net Revenue (NR)

INR 61 cr

\$ 8.3 mn

17 % QoQ

10 % YoY

Net Take Rate

6.0 bps

6.6 bps in Q1'22

EBITDA

INR 34 cr

\$ 4.7 mn

23 % QoQ

-

EBITDA % of NR *

60 %

58 % in Q1'22

64 % in Q2'21

PAT

INR 18 cr

\$ 2.4 mn

33 % QoQ

53 % YoY

PAT % of NR

29 %

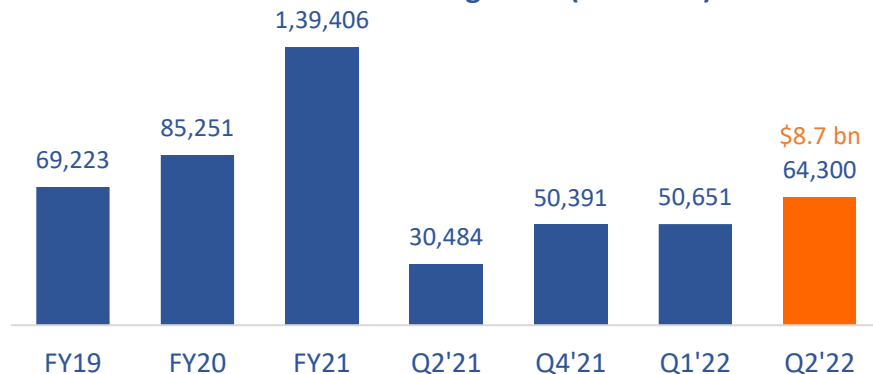
26 % in Q1'22

16 % in Q2'21

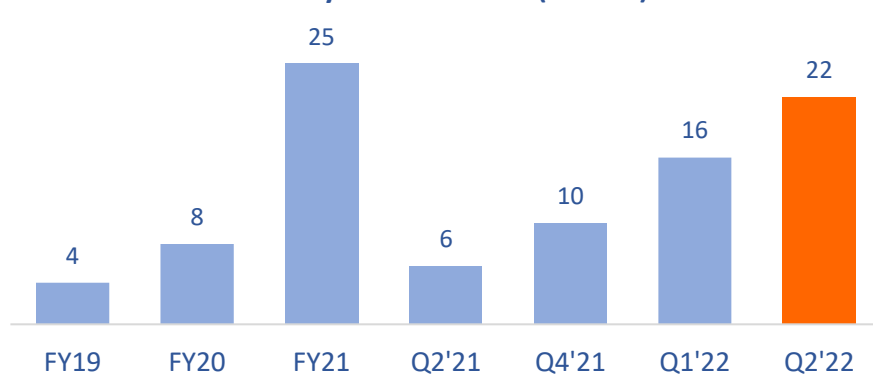
* Excluding our subsidiary Go Payments
Total TPV = All Payments TPV + GeM GMV
US\$ 1 = INR 74.0

Consolidated operational performance

Transaction Processing Value (INR crore)



Bill Payments Volume (million)



Total TPV = All Payments TPV + GeM GMV
US\$ 1 = INR 74.0

➤ Total TPV up 111% YoY

- Sep'21-based annualised Total TPV run-rate of \$40bn; avg. daily run-rate Rs. 800 cr (\$110mn)
- **Accelerating towards our guidance of \$100bn**

➤ Bill Payments volume grew >5x YoY

- Sep'21-based avg. daily bills processed ~250,000; annualised run-rate of >90mn bills

➤ Secured lending up >3x QoQ to Rs. 1150 cr (\$156 mn)

- Annualised run-rate >\$600mn
- Lending is secured against successful payment transactions
- Lending rate potential: 12% - 48%
- Profitable business (improves NTR and Optg. & PAT margins)
- **Targeting annualised run-rate of \$1bn by end of FY22**

➤ Strong merchant adds: building future pipeline

- 4mn+ total merchants, across portfolio
- 1mn+ merchants added in 1H'22; 0.5mn added in Sep'21

Key business developments – Update

➤ **AI-based credit platform launch: greenfield development**

- Platform to be ready for launch before December 2021
- Investment in tech platform started from Q1; building a dedicated team comprising industry and domain experts
- Zero Liability and Zero risk; profitable lending business model
- Banks & NBFCs to embed their loan products on Company's lending platform
- Banks and NBFC partnership progressing well

➤ **Further partnership with Jio Platforms Ltd: Deepening relationship**

- 'JioMart Payments' made live in Q2'22 after 'Marketplace Platform' going live in Mar'21

➤ **Signed a long-term definitive agreement with one of India's largest enterprise to license 'Integrated Online Distribution Management Solution' along with Services for their internal business use**

➤ **Primary capital raise program: Growth acceleration**

- IAL aims to accelerate capturing the upside in the fintech space on the back of its full-stack digital- payment & platform offering
- Investment to be channelised in strengthening payment offering (acquiring and issuance), lending platform, enterprise software platform, international expansion, potential payment network license, business development and inorganic opportunities in India and internationally

Key business developments – Update

➤ **B2Biz: Neo Banking for corporates**

- Increasing traction from large corporate clients for processing bulk payments
- Integrates well into our strategy of offering complete neo banking experience to corporates including balance check, open bank account, collect payments, make payouts, bill payments, lending and more
- Direct customer acquisition and thru white label partnership with HDFC Bank; targeting to onboard thousands of corporates, high TPV
- Serving many large corporates including IOCL, M&M, Hyundai, Bajaj, Ashok Leyland, Bisleri, Landmark, Puma, Cathay Pacific, and more

➤ **New Payment Options**

- Launched CCAvenue ‘Standing Instruction’ module as per RBI guidelines
- Re-launching multi-network card-on-file ‘Tokenisation’ solution as per RBI guidelines
- Launching Tap-on-Phone solution to target offline retail and to reach global universe of merchants as we expand globally

➤ **Buy Now Pay Later (BNPL): Zero-risk, upfront earnings**

- Acting as aggregator for some of industry best BNPL service providers like HDFC Bank, Bajaj Finserv, ICICI Bank, Zest Money, PayU, Mobikwik
- Earning upfront on the MDR across all the market leading BNPL options without accumulating any NPAs or any collection worries
- Superior check-out experience for merchants and customers
- higher customer conversion at check-out due to affordable payment options for high-value buying

Key business developments – Update

➤ Go Payments update: Expanding into payment issuance

- Large projects with multiple top Indian private banks including HDFC Bank, Yes Bank and more
- Built its own 'payments issuance switch' (similar to our CPGS offering built for 'payments acquiring')
- Closed User Group (CUG) Project
 - LBSNAA, Mussoorie: Smart cards and POS terminals for accepting and collecting payments across the campus of Lal Bahadur Shastri National Academy of Administration (LBSNAA), a premier training institution for the civil services (IAS and PCS) in India
 - Govt Technical University (GTU), Kerala: Smart cards for making & collecting payments, capturing attendance and monitoring access
 - AIIMS Raipur: Smart cards for staff, doctors and patients for making and collecting payments across the hospital
 - Madhya Pradesh DISCOM: Creating virtual cards for all subsidy beneficiaries, crediting cards with subsidy amount and debiting subsidy for use against electricity payment, and ensuring receipt of subsidy by the DISCOM
- Open Loop Cards (OLC) Project
 - Phoenix Malls: Semi open loop cards for payments at all stores located in the Phoenix malls across India
 - Physical and eGift Cards for HDFC Bank: Issuance and processing of all HDFC Bank physical and virtual gift cards for all their retail customers and corporates. Go Payments will be using its own RuPay certified switch for processing (Visa and Mastercard certification in progress)

Key business developments – Update

➤ **Fable Fintech: Growing the B2B and B2C international remittance**

- Recently raised money thru Series A funding, raised money from many marquee investors (inhouse incubated, IAL largest minority investor)
- Launched services in Singapore, Dubai and New Jersey with a clear focus on the APAC, MENA and North America market
- Leading remittance companies in Jordan, Egypt, Kenya and Canada have adopted Fable platforms
- In advanced stage of discussions to partner with large payment networks, card networks and leading banking technology companies to collaborate on taking the Fable platforms to their customers
- Fable will launch platforms to process business and trade transactions and lead the path for API driven cross border trade transaction processing for financial institutions

Fully secured lending to the merchant against consumers payment already received in the escrow account



Express Settlement

US\$ 156 mn

up 3x QoQ



Growth

4x higher than
Q4'21 average



Mid-term (3 yrs.)

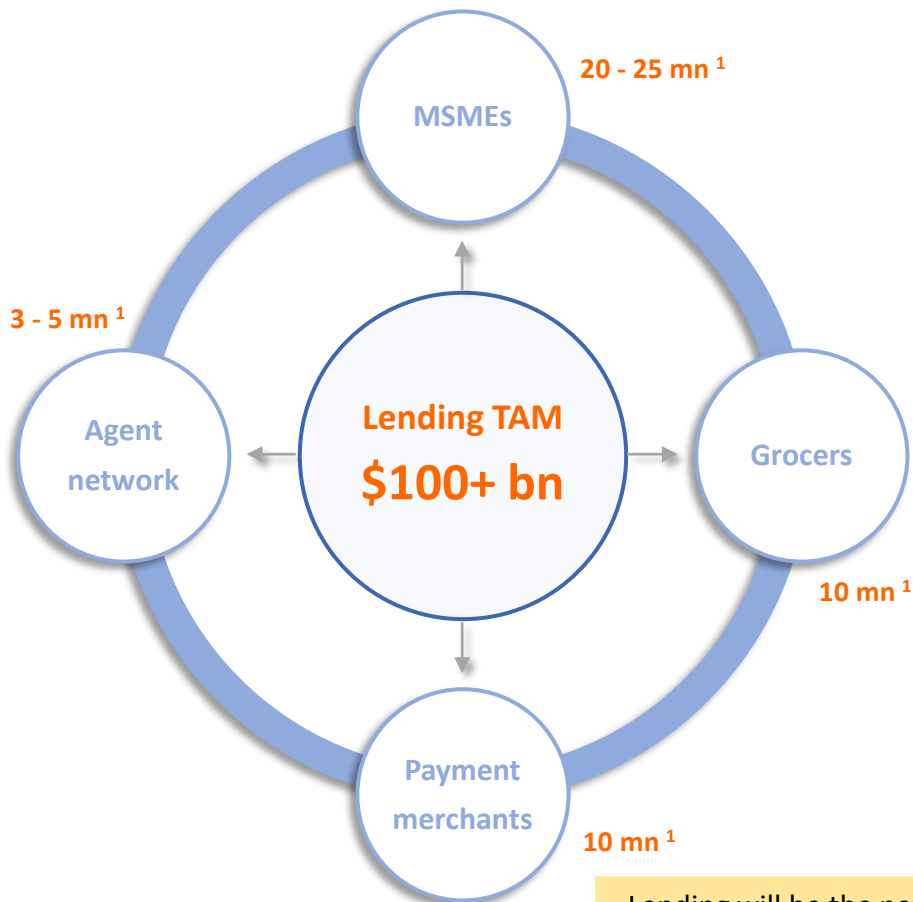
Targeting annual
lending of \$5bn



IRR Potential p.a.

12% - 48%

- Zero risk lending
- Upfront earning
- No NPA or collection worry
- Profit driver



4+ mn merchants across portfolio, avg. 5000+ merchants activated daily in Q2'22



Potentially **addressable merchants >50 mn** across the fintech portfolio; potential TAM of



Secured Lending crossed \$150mn in Q2; potential SL TAM: 100% of Payments TPV



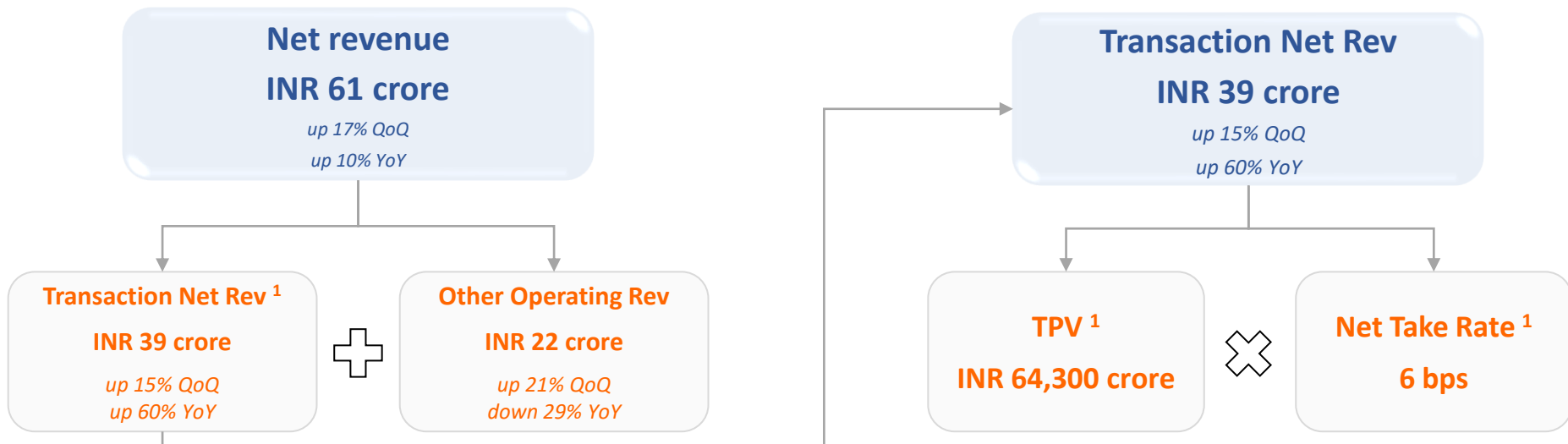
Lending contribution to increase in next 3-5 years; secured lending, working capital, & more



Started investment, **to enable credit/lending** thru NBFCs from Q1; Q4'22 expected launch

Lending will be the next frontier of revenue and margin growth

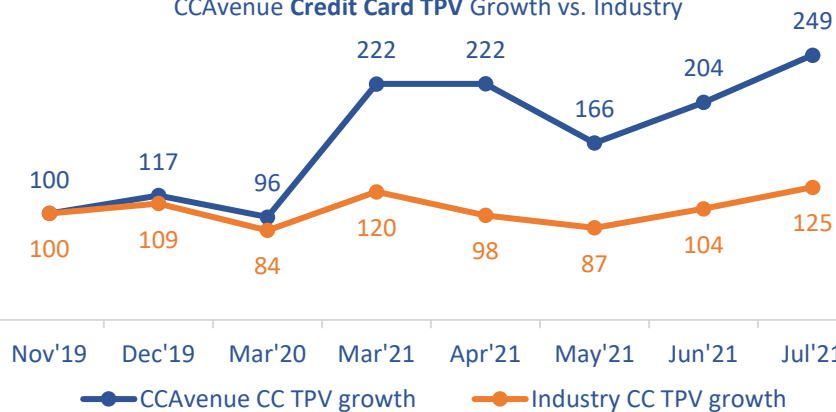
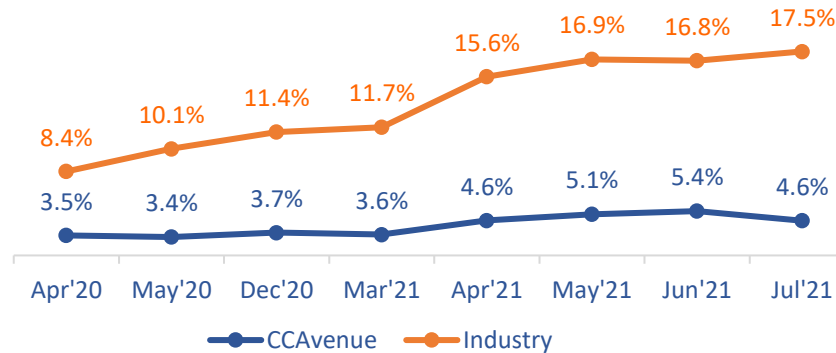
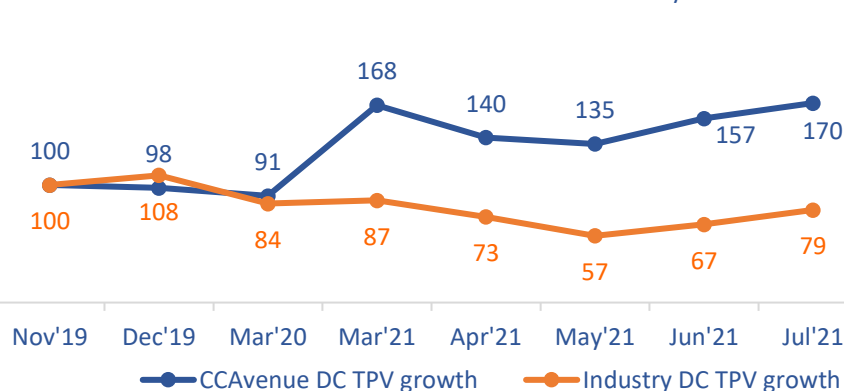
Net revenue and net take rate performance – Q2 FY22



- Focus on increasing the scalable transaction based revenue across businesses, supported by annuity revenue from Platforms business
- Net Take Rate (NTR) marginally down on account of few large enterprise customer wins with preferential rates
- Increase in card transactions, opening up of travel & hospitality sectors and increase in discretionary spends will contribute to higher NTR going forward
- Large enterprise wins will allow for cross-sell of various fintech solutions within our portfolio increasing wallet share and hence NTR; B2B payments, neo-banking, lending, corporate cards, remittances, and more

¹ includes All Payments + GeM

² excludes Go Payments

CCAvenue **Credit Card TPV** Growth vs. IndustryCCAvenue **UPI contribution** to Payments TPV vs. Industry UPI contribution to Digital PaymentsCCAvenue **Debit Card TPV** Growth vs. Industry

Higher growth than industry in card TPV and Volume

Maintained low contribution of “Zero MDR” UPI

200+ pay options and multi-merchant revenue strategies

Industry best **Net Take Rate** realisation

Industry represents Digital Payments TPV as reported by RBI excl RTGS
Credit Card and Debit Card

EBITDA performance by business segments – Q2 FY22

EBITDA as % of NR ¹

60%

58% in Q1'22

➤ **Payments EBITDA review (excl subsidiary Go Payments)**

- Consistently high EBITDA as % of NR compared to most payments company
- EBITDA margin comparable with some of the top international payment companies; better in some cases ²
- UAE Payments: Very high EBITDA as % of NR due to higher pricing compared to India

➤ **Platforms EBITDA review**

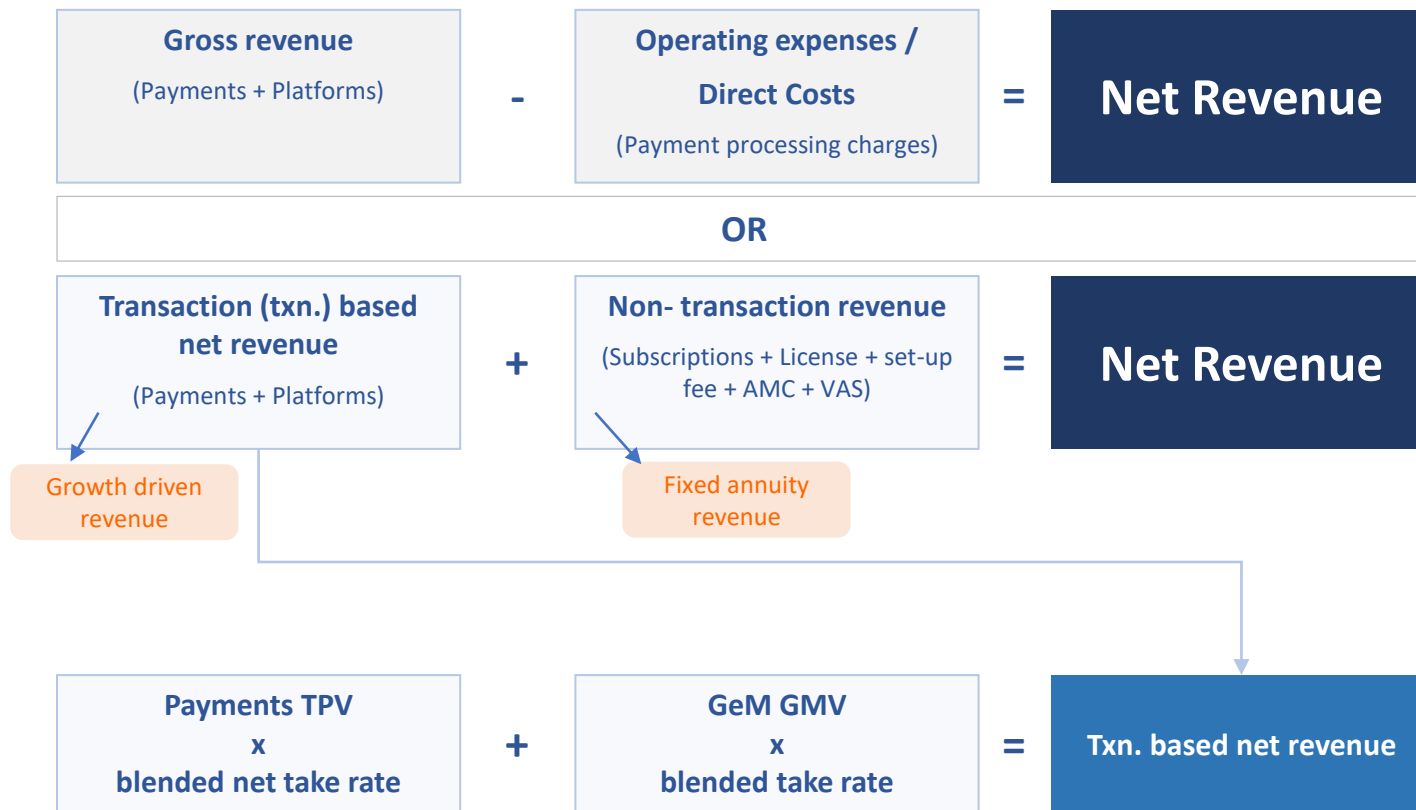
- EBITDA as % of Platforms revenue among global best
- Unique and differentiated SaaS business model
- No competition globally in large enterprise segment
- Highly scalable SaaS model
- High operating leverage as no pass-thru like payments

➤ **Standalone EBITDA review (>90% contr. to Consol. revenue)**

- Q2'22 EBITDA: INR 35 cr; up 25% QoQ & up 19% YoY
- Q2'22 EBITDA as % of NR: 63% vs 61% in Q2'21

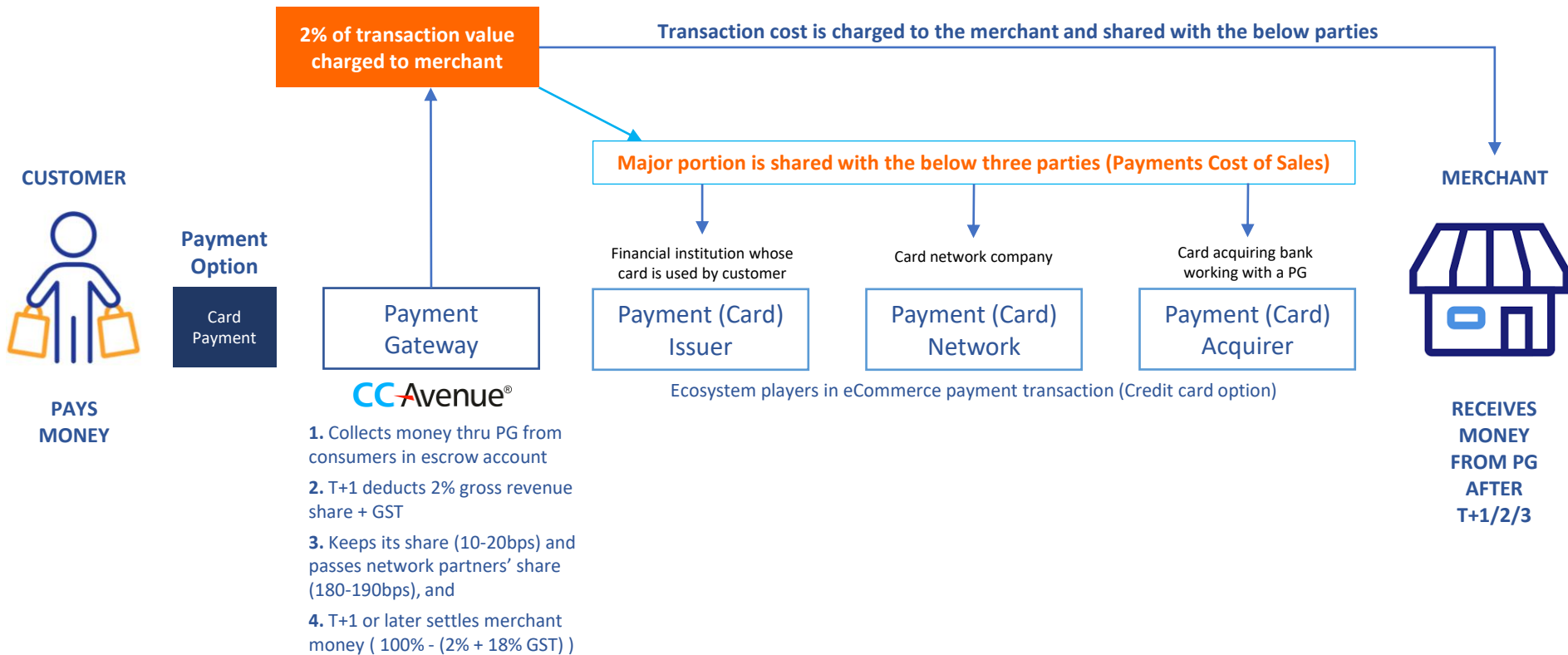
¹ excluding our subsidiary Go Payments

² For comparison, EBITDA margin for Payments business as of FY21 and for Intl. companies as of CY20



Digital payments - Ecosystem players in eCommerce payment transaction (Credit card option)

Typical online payment transaction – Consumer using credit card as a payment option



Financial performance – Growth acceleration across all business segments

Consol. P&L (FYE Mar 31, 20xx) in INR crore	Q2 FY22	Q1 FY22	change QoQ	Q2 FY21	change YoY	FY20 ¹	FY21	YoY
Total TPV	64,300 (\$9 bn)	50,651 (\$7 bn)	27%	30,484 (\$4 bn)	111%	87,822 (\$12 bn)	139,405 (\$19 bn)	64%
Net take rate (bps)	6.0	6.6	-9%	7.9	-30%	9	7	-28%
Gross Revenue	311	216	44%	149	109%	658	676	3%
Net Revenue (NR)	61	52	17%	56	10%	239	233	-2%
Operating Expenses	277	188	47%	114	142%	482	534	11%
EBITDA	34	28	23%	34	0%	143	142	-1%
EBITDA % of NR (excl. Go Pay)	60%	58%	-	64%	-	60%	61%	-
Dep. & Amtz.	16	17	-1%	24	-33%	87	75	-14%
PBT	23	17	40%	16	43%	132	82	-38%
Tax	5	3	66%	4	19%	21	12	-46%
Profit After Tax ²	18	13	33%	12	53%	99 ³	70	-29%
PAT % of NR	29%	26%	-	21%	-	41%	30%	-

¹ Incl. Go Payments for like-to-like comparison with FY21. Go Payments became 52.4% subsidiary from May 2021.

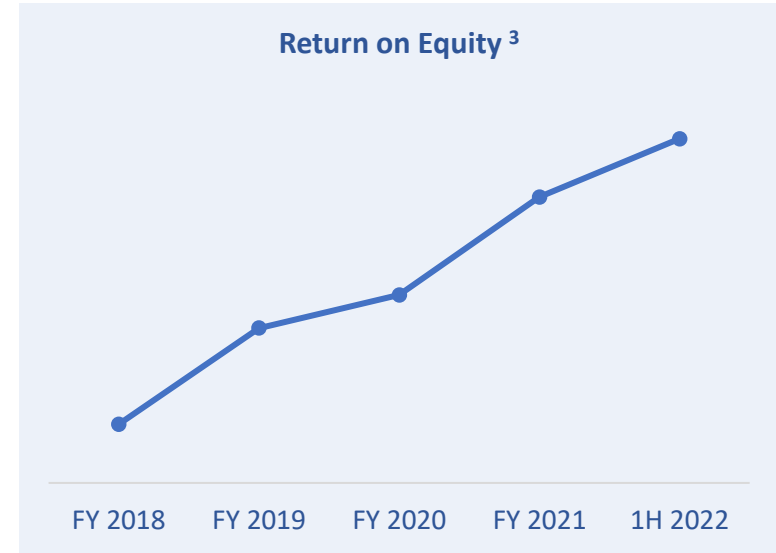
² PAT from continuing operations for Q2'22, Q1'22 and Q2'21. PAT for FY20 has not been adjusted.

³ excluding one time exceptional gain

USD 1 = INR 74.0

Balance Sheet & Cash Flow – Q2 FY22

- Strong cash reserves
- Zero debt (repaid all outstanding debt in Q2'22)
- Positive cash from operations¹: consistent in the last five years
- >100% EBITDA to cash conversion²: consistent in the last five years
- Consistently FCF positive



¹ Cash from Operations (CFO) is before WC changes as WC changes includes merchants' settlement money which is not cash generated by IAL

² EBITDA / CFO

³ ROE is Standalone and calculated on revenue generating assets (Standalone contributes >90% of consolidated revenue comprising India Payment business and Marketplace Platform business)

Consistently growing ROE and generating strong cash flow from operations



CCAvenue declared 'Fintech of the Year' at the Tech India Transformation Awards 2021



CCAvenue wins 'Best Technology Solution for Enterprise Risk Management' title at the Innovation & Technology Awards 2021



CCAvenue accredited with 'Superbrands 2021' title for excellence and leadership in the Indian Digital Payments Ecospace – **3rd year in a row**



Neeru Sharma – Director of IAL's Platforms business, featured in Fortune India magazine among 'Inspiring Women of India'

Rating
upgrade

ICRA upgraded the outlook of the Company to "Stable"



COMPANY OVERVIEW

Only Listed Fintech in India

Company overview

- Incorporated in 2010, based in India, **started as an eCommerce enabler, entered the payments sector** through the merger with one of India's leading payment gateway platform CCAvenue in 2017 (CCAvenue founded in 2001); B2B customer focus
- **Oldest Retail PG in India** with many firsts; two decades experience
- **India's first eCommerce marketplace** platform technology provider
- Solutions cover **full stack Online Digital Payments (Payments) and Enterprise Software Platforms (SaaS)** including cloud service
- Expanded to **Middle East payments market** in Jun'18; became **second largest** non-bank private player in UAE in 18 mts; 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**
- **Only listed fintech company** with a **PROFITABLE** track record
- Listed on **BSE & NSE**, part of **FTSE Small Cap Index**; and part of **MSCI Global Small Cap Indexes**

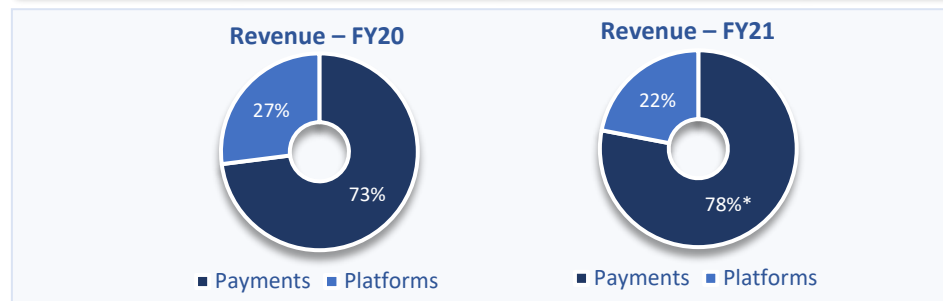
1 FY 2022 Transaction Processed Value (TPV) run-rate as per Mar'21 run-rate of Payments TPV + GeM GMV

2 Since winning the Government e Marketplace (GeM) contract; commercially live since Jan 2018

3 India – second in terms of net profit market share, and third in terms of Revenue Market Share & Gross Payments Transactions Value (GTV); UAE – second among non-bank private payment companies

* Payments revenue in FY21 includes revenue from our subsidiary – Go Payments

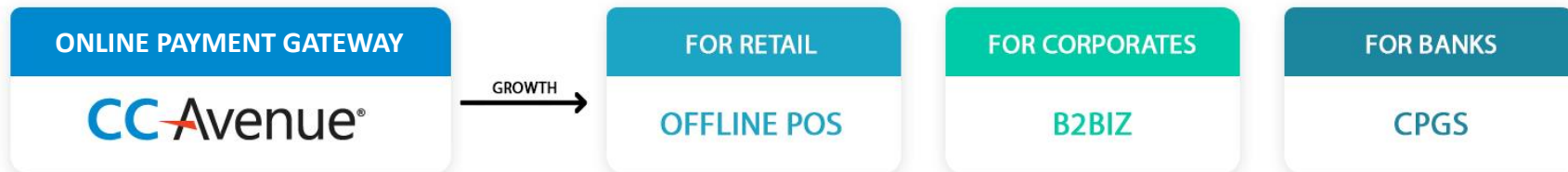
4+ mn	Rs 2+ tn (\$28 bn)	Rs 1+ tn (\$15 bn)	No. 2
merchants; across all fintech solutions	FY 2022 TPV run-rate ¹	Cumulative orders processed on largest platform implemented ²	in India & UAE ³



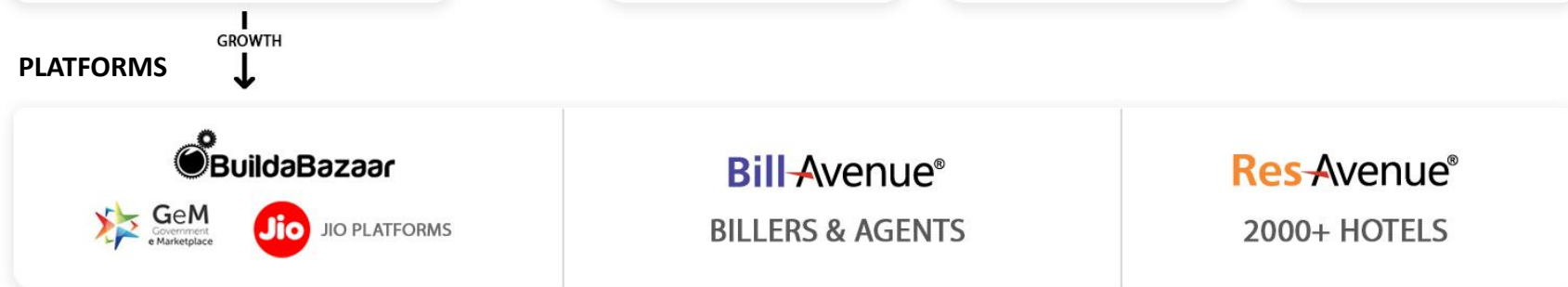
INDIA				
				
				
				
				
				
				

UAE				
				
				
				
				
				
				

PAYMENT STACK



PLATFORMS



PORTFOLIO INVESTMENTS



Multi-merchant, Multi-country, Multi-tech stack

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

**Entp. eComm.
Software
Platforms**

Full Stack B2B Digital Payment Solutions

Payment Acceptance, Payment Issuance, Neo Banking, Assisted commerce, Remittances, Bill Payments

**Payment Gateway +
White Label**

CC Avenue®

**Acquiror Processor
(CPGS)**

CC Avenue®

**B2Biz Payments +
White Label**

CC Avenue®

**Neo Banking + DMT
+ Assisted
Commerce**

Go PAYMENTS

Bill Payments

Bill Avenue®

Hospitality

Res Avenue®

**Entp. eCommerce
SaaS Platforms**

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
- Also, white-label arrangement with HDFC Bank


- **Digital banking for corporates & SMEs**
- Issuance Switch
- Corp credit cards
- Corp Prepaid cards
- Lending
- Domestic Money Transfer (DMT)
- AEPS
- 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 India's top 3 LPG cylinder companies
- 94% mkt share of BBPS billers

- **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**
- **GeM**, largest eCom implementation; est. \$100+b annual GMV; 10+m sellers
- **Jio Platforms** live
- Data center for public cloud svc
- Production ready blockchain platform running on HyperLedger
- Domain infra svc

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

 **New businesses**

Full-stack Digital Payment and SaaS platforms to cater end-to-end digital needs of businesses; revenue & margin drivers



BUSINESS OVERVIEW

- Building a strong, sustainable and scalable business model

- **Only Listed Fintech in India**

Revenue and cost drivers of key business offerings



Payment Gateway



Bill Payments



Govt eMarketplace platform



Enterprise ecommerce marketplace platform



Value Added Services

Businesses	<ul style="list-style-type: none"> • CCAvenue (India + Intl.), • ResAvenue • B2Biz • CPGS (Entp. Payments) 	<ul style="list-style-type: none"> • BillAvenue 	<ul style="list-style-type: none"> • BuildaBazaar for Enterprise 	<ul style="list-style-type: none"> • BuildaBazaar for Enterprise 	<ul style="list-style-type: none"> • .000 • Odigma and • other web-VAS
Revenue model	<ul style="list-style-type: none"> • Transaction based <ul style="list-style-type: none"> ○ Percentage ○ Flat-fee 	<ul style="list-style-type: none"> • Transaction based <ul style="list-style-type: none"> ○ Flat-fee 	<ul style="list-style-type: none"> • Transaction based <ul style="list-style-type: none"> ○ Percentage 	<ul style="list-style-type: none"> • License fee • Maintenance fee • Development charges 	<ul style="list-style-type: none"> • Subscription fee • Maintenance fee • Development fee
Revenue drivers	<ul style="list-style-type: none"> • TPV • Monthly volume • Take rates charged to merchants • International business • Business from partners 	<ul style="list-style-type: none"> • No of billers • Biller categories • Consumer using BBPS channels for bill payment • Agent institution network 	<ul style="list-style-type: none"> • Govt buyers • Integration of various ministries • State govt participation • PWD integration • More products and services selection 	<ul style="list-style-type: none"> • Number of large enterprises • Renewal 	<ul style="list-style-type: none"> • Number of merchants
Direct Cost drivers	<ul style="list-style-type: none"> • Bank TDR • Partner charges 	<ul style="list-style-type: none"> • Commission rates 	<ul style="list-style-type: none"> • na 	<ul style="list-style-type: none"> • Na 	<ul style="list-style-type: none"> • na

A leading online payment solutions provider in India and the UAE

➤ Among the leading payment gateway in India and the UAE

- Among the leaders in India & UAE
- 200+ payment options & multi currency
- Integrated across industry verticals
- Among the most profitable payment companies in India
- White label for banks; HDFC Bank, Kotak Bank, JP Morgan India
- Marquee clients across industry verticals

➤ **Planned expansion in multiple countries:** Country-in-a-box strategy

- Currently operational in UAE, Saudi Arabia and Oman (USA soon)

Strong tailwinds in India & GCC

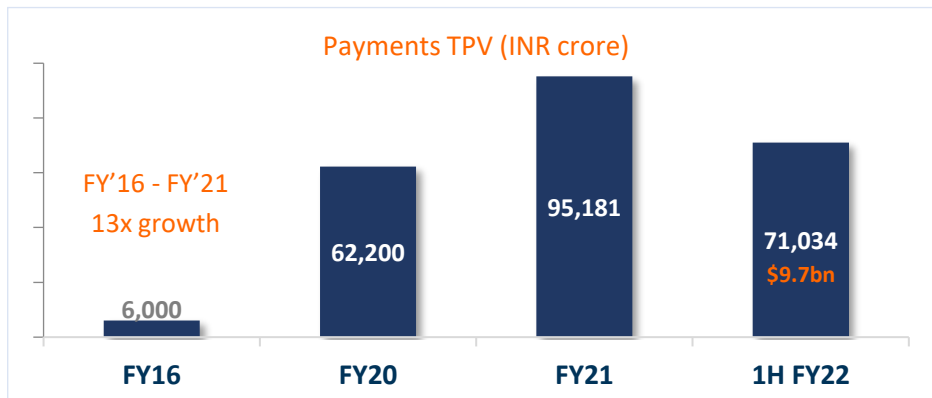
- Regulatory and Central Bank push
- Ecosystem involving consumers, merchants, corporates, banks and governments embracing digital adoption
- Low share of eCommerce spend, which is rising
- Improving ICT infrastructure supported by affordable smartphone and cheap internet data prices
- Innovation around tech platforms to reach unbanked
- Innovation around payment options for convenience of consumers

USA

- Matured market with tremendous scope for innovative products to serve various niche markets across industry verticals

South East Asia

- Big market for growth – Indonesia, Philippines, Thailand, etc.



* Strong FY21 TPV growth despite low contribution from Covid affected sectors namely aviation, travel & tourism, hotel, entertainment and low discretionary spend; new customer segments

Strong tailwinds, low penetration levels and increasing adoption to augment growth

Em-Powering digital payments in the GCC

AED 3 bn+

FY'22 TPV
run-rate

55%

Annual TPV
2yr CAGR

5000+

merchants

No. 2

Rank in UAE¹



Infibeam's UAE operations generate **very high profitable margins**



Infibeam's UAE payments business is the **only non-funded private company** among all the payment companies in the UAE



Launched in **UAE in 2018** (Rank No. 2), **Saudi Arabia in 2019**, and **Oman in 2020** (90% mkt share of online card processing)



Declared the **Best Online Payments Facilitator** at MEA's UAE Business Awards 2019



Been adjudged the '**Fastest Growing Online Payment Service Provider**' in the Technology Awards category at the International Finance Awards



Key clients in UAE: Burj Khalifa At The Top, Damac, Nakheel, Emaar, DHL, Oman Air, MIT, Trump Golf, Qatar Insurance, Ajman University, and more

PG agnostic payment processor for banks internationally

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)



- First launched in Oman in Sep'2020; IAL's 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

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



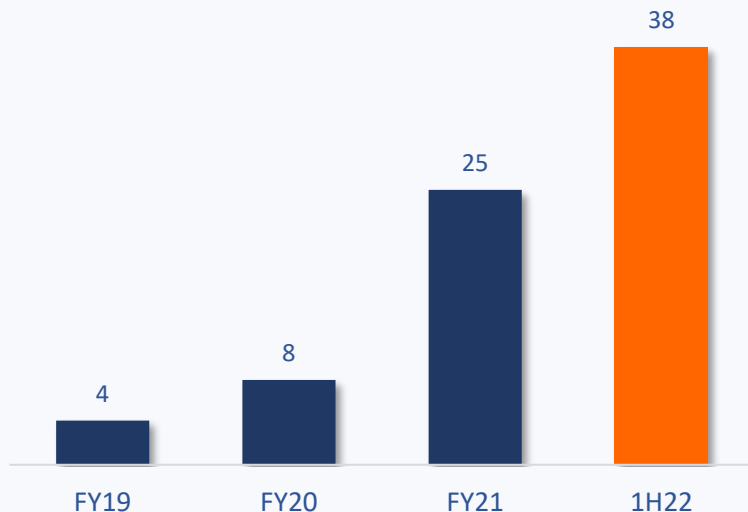
- Partnered with India's largest conglomerate by market value to offer CPGS services
- Significant scale opportunity
- **Services now LIVE**

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

International focus; revenue and profitability driver

Bill Payments Volume (in nos. mn)



- Built on the BBPS¹ infrastructure, BillAvenue is a unified, interoperable, online payments platform for Indian citizens
- Among select non-bank private players licensed by the RBI to operate as a BBPOU²
- Exclusive processors for IOCL, BPCL & HPCL for LPG cylinders
- **90%+ market share** of total billers on BBPS as of Sep 2021. We are a TSP to majority of them.
- **Annualised run-rate based on Sep'21 run-rate: 90 mn**
- In India, 20+ mn bills³ get generated everyday; there are 1+ mn billers across the country
- Repeat business⁴: **100%**

300+
Agent
Institution

760,000
Agents

2,600
Indian cities
& towns

18,200
Billers

Few Customers



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; 3P capability
- 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)

- Hosting one of the largest online market, built for Govt's procurement, Government e-Marketplace (GeM) portal
- Indian Railways, Defense, CPSE, etc. being integrated; Unified public procurement portal for Govt
- GeM cumulative GMV, as per www.gem.gov.in, is >US\$ 15 bn (Statistics updated by GeM daily)
- *Transaction based revenue pricing model on the procurement value*



Reliance



axiom
telecom
seriously unlike others



Reliance's Jio Platforms Limited (JPL)

- GeM-like platform customized for JPL and its affiliates
- Enterprise eCommerce Marketplace Platform (*Annuity income*) and Enterprise Payments (*potential to capture upside*) now LIVE

IAL has an asset-lite, profitable and scalable SaaS business model

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, pre-paid 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**

US\$ 1+ billion
Annual TPV run-rate



MONEY TRANSFER



RECHARGE



TRAVEL



INSURANCE



CASH COLLECTIONS



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



**AADHAR ENABLED
PAYMENT SYSTEM
(AEPS)**



**BHARAT BILL
PAYMENT SYSTEM
(BBPS)**

Partners



Select customers



* TPV – Transaction Processing Value (March '21 run-rate)

Investment in Go Payments to capture offline opportunity; converting cash to digital at merchant outlets thru various offerings

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



 **30+**
SEND COUNTRIES

 **65+**
RECEIVE COUNTRIES

 **150+**
CORRIDORS SERVICED



DigiRemit

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



Last Mile

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



DigiForex

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



BizPay Payments

Integrated Tech Platform to facilitate Cross-Border Business Payments



E-Com

Integrated Tech Platform to facilitate Cross- Border ECOM



ExCore

Integrated Tech Core to automate remittance for Exchange House

Select customers



Investment in RemitOnline to capture huge remittance market globally; multiple RemTech solutions across value chain

Applied for RBI governed pan-India new umbrella entity (NUE) license; Payment Network License

➤ RBI intends to create NPCI-like entity(ies); a for-profit org.

- to broaden digital payments reach and make India a less-cash economy
- will encourage innovation & competition in the payments landscape and minimise concentration risk in retail payment systems
- a Company authorised by Reserve Bank of India (RBI)
- [Draft Framework](#)

➤ IAL along with consortium partners applied for RBI license to set-up a pan-India NUE focusing on retail payment systems

- So Hum Bharat Digital Payments (So Hum) has been set up by PCI's Chairman Emeritus, Naveen Surya to pursue the license
- IAL owns majority stake (50.5%) in So Hum

➤ Scope

- Develop, own and operate a new (apart from RuPay) cross-border retail payment network
- Set 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 33 in India** in FY21 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



Domain infrastructure
services to begin
merchants digital
onboarding journey



Full-service digital
marketing agency to
serve small and large
enterprises in India



Tier III storage and
compute data center
with blockchain
capability at GIFT City

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	✓	✓	✗	✗

One stop for Fintech offerings



Mr. Vishal Mehta – Managing Director

Engineering, Cornell Management, MIT Sloan.
Dell; Amazon USA
Founder, Platforms business (Infibeam)



Mr. Vishwas Patel – Executive Director

Chairman – Payments Council of India
LLB, Government Law College
Founder, Payments business (CCAvenue)



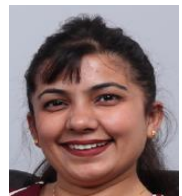
Mr. Srikanth Rajagopalan – President

FCA, FCMA.
Reliance Jio, Polaris Financial Technology



Mr. Vijaykumar Subramanian – CIO

Engineering, University of Illinois, USA.
Amazon USA



Mrs. Neeru Sharma – Director, Platforms

MBA, Carnegie Mellon University, USA.
Amazon, Alcatel, EDS, TCS



Mr. Vivek Nayak – COO, Payments

Economics graduate from Mumbai University,
PGD in Advertising & Marketing, Xavier's, Mumbai.
WPP Group, Draft FCB and Grey Worldwide



Mr. Hiren Padhya – CFO

Chartered Accountant.
Duravit; Adani Exports; Jubilant Infrastructure



Mr. Purvesh Parekh – Investor Relations

MBA, IBS.
JPM, Capgemini, Reliance

The IAL ecosystem advantage

Human Capital



650+

IAL employees

400+

Domain experts

7-8 people

in each international
location (lean team)

<25 people

India sales team
(low customer acquisition cost)



Customer Capital



4+ mn

Merchants integrated on
IAL fintech platforms

100+ mn

Consumers accessed
through various solutions

5000+

Avg daily merchant
enabled across tech
platforms



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**



INVESTMENT THESIS

Only Listed Fintech in India

Expand revenue streams through-

Deep penetration in existing markets

New businesses

International expansion

Build- a powerful international brand

Offer- leading technology

Nurture- talent

ESG compliance

Significant embedded business growth drivers

India growth

- Retail payments + bill payments
- Neo banking + domestic remittance + assisted commerce
- GeM + Jio Platforms
- Lending
- Payment Network (awaiting RBI nod)

International expansion

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

New businesses

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

Additional growth drivers

- Consistently converting EBITDA into free cash
- Almost debt free company
- Major capex cycle behind us
- Experienced management and business heads; unchanged since inception

IAL has a focused growth strategy over the next 3-5 years



INDUSTRY & OPPORTUNITY

Only Listed Fintech in India

Low digital transactions per capita per annum in India presents massive opportunity

Digital transactions per capita per annum (Global)

Country	2015	2016	2017
Singapore	727.9	759	782.4
Sweden	428.8	481.4	497.9
USA	420.9	442.6	473.6
Euro Area	156.9	172.6	186.8
Russia	99.5	132.8	178.5
Brazil	137.6	139.4	148.5
China	48.9	70.4	96.7
South Africa	68.7	78	79.2
Indonesia	23.4	28.4	34.0

17.5 *

Per capita
transactions in India,
March 2019

~33 *

Mar 2021

Massive room for India to
grow with strong industry
and regulatory tailwinds

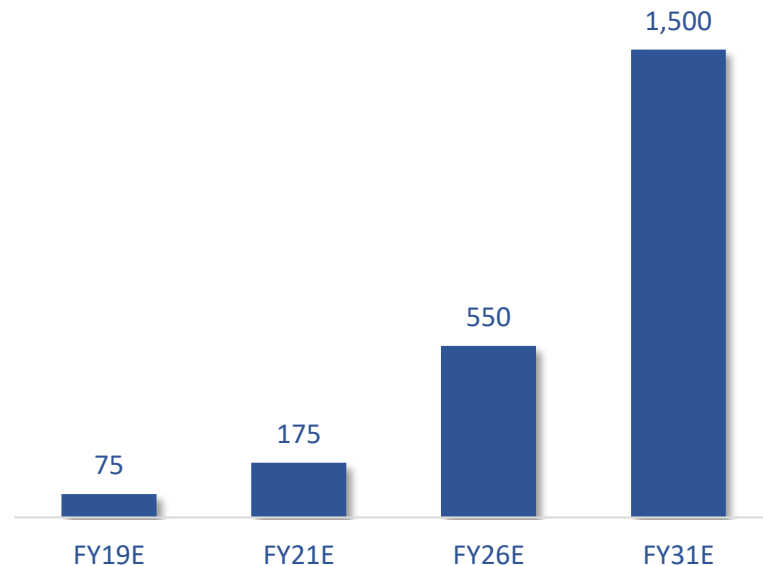
Source: High Level Committee on Deepening of Digital Payments in India, appointed by RBI, headed by Nandan Nilekani (May 2019)

* As per RBI's annual report 2021

Opportunity and Outlook – India Digital Payments

Digital Payments Industry – India ¹	Units	20-21A (Mar 2021)	25-26E (Mar 2026)	30-31E (Mar 2031)
Avg monthly Digital Payments ²	US\$ bn	2,350	5,600	10,100
<i>5 year CAGR</i>	%	<i>19%</i> <i>(2016-2021)</i>	<i>20%</i> <i>(2021-2026)</i>	<i>12%</i> <i>(2026-2031)</i>
Exit month (Mar'20xx) Digital Payments Vol.	Nos. mn	4,927	18,158	30,364
<i>5 year CAGR</i>	%	<i>58%</i>	<i>30%</i>	<i>13%</i>
Avg monthly Digital Payments Vol.	Nos. mn	3,653	16,645	28,984
DP transactions per capita per annum	Nos.	34	154	268
Digital Payments users	Nos. mn	175	400	650
Digital Merchants	Nos. mn	15-20	30-35	50-55

Projected Industry Online PG TPV (US\$ bn) ³



¹ Reserve Bank of India (RBI) Annual Report 2016 to 2021, RBI's Payment System Indicators, Infibeam Avenues research

² Digital Payments includes all categories classified by RBI – Credit transfers (RTGS, UPI, AePS, IMPS, NEFT, etc), Debit transfers, Card payments and PPIs

³ IAL research of TPV of payment companies in India

Payment Gateways to be one of the most lucrative markets as current low penetration & sticky base will aid growth - BofA



ANNEXURE

Only Listed Fintech in India

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

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



PAYMENTS | PLATFORMS

Thank You

Investor Relations

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