

Building future-ready Platforms

**Digital
Telco**

Spice money
तो Life बनी

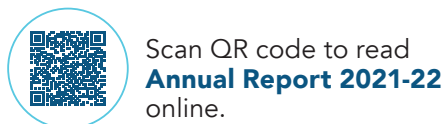
korero
Platforms

**travel
Union**
Khulenge
naye raaste...



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Building future-ready platforms

India lives in its villages and with the focused approach of the government over the years, the Indian villages emerged as centres of heightened activities. With fast paced internet growth, increasing literacy rates, and growing contribution to national income, rural India has emerged as an attractive opportunity. However, the cash driven rural economy still lacks access to basic financial services owing to dismal penetration of scheduled banks in the rural regions.

We – at Digispice Technologies, through our subsidiary Spice Money – are creating a tech-led connected ecosystem that is revolutionising last mile access to banking and financial services. Our journey started off with India Stack which brought cash access solution. We are further building on it to offer diverse financial and digital products to rural India. Our value proposition includes next door convenience and access to products with assistance from one of their own community members, building ease and trust on availing services with an asset light model and access to products for the rural citizens and a secure, stable platform for product companies.

To achieve our vision, we have deep presence at block and village level and have built an inclusive, trusted and growing community of entrepreneurs, known as Spice Money Adhikaris, who are playing a pivotal role in driving financial inclusion in their villages. The steadily growing Adhikari base, which recently crossed a key milestone of 1 million, now covers more than 2 lakh+ villages, more than one-third of the country's total villages. This is effectively changing the landscape for access to services and unlocking the economic potential of rural India, leading the country towards a digitalised and financially secure future.

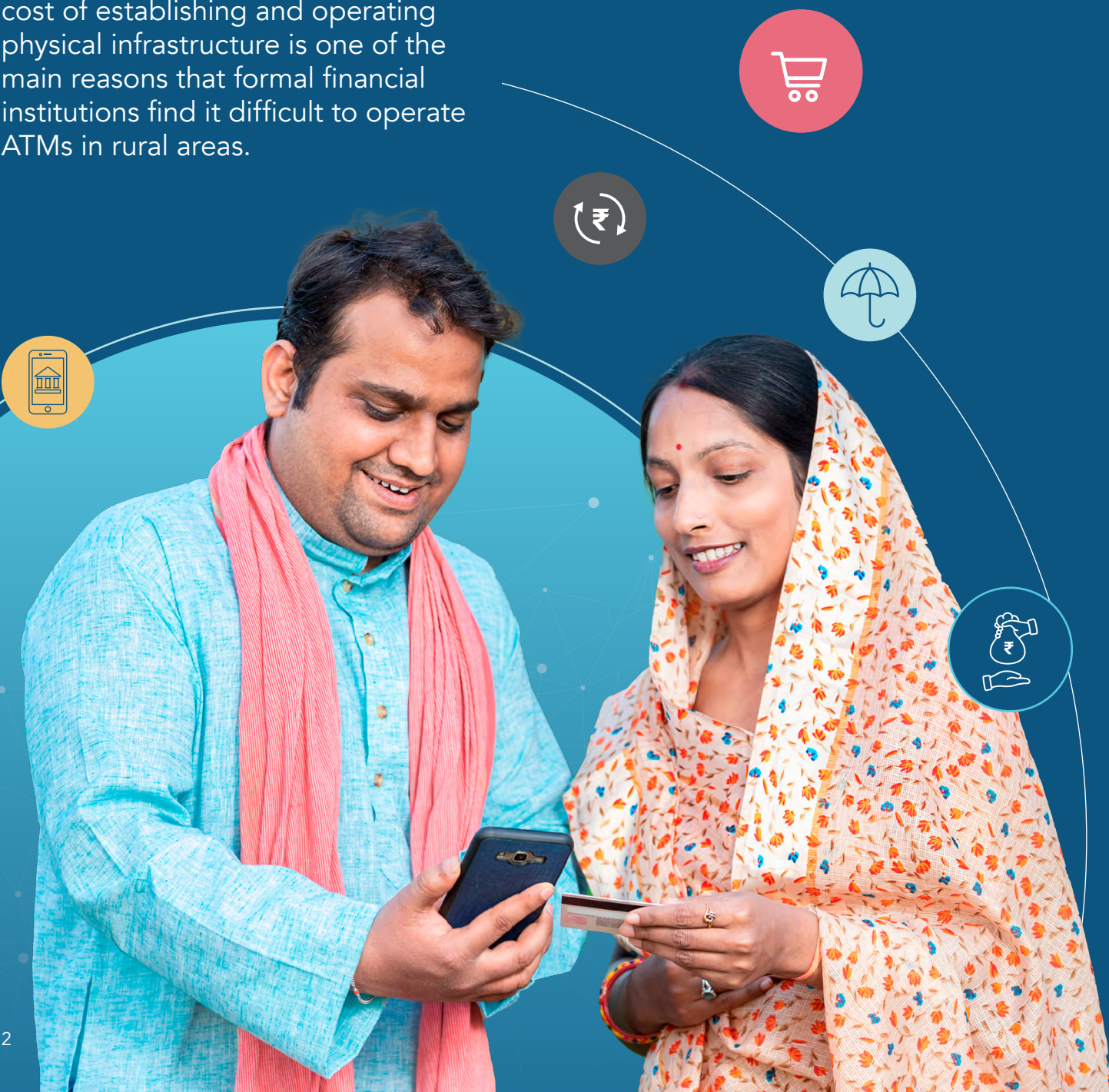
With an annualised gross transaction value of ₹ 1.7 lakh crore, we aspire to serve a billion people by being the preferred platform for our partners, to drive more transactions on it. In the process, we aim to change the face of financial services and entrepreneurship in the hinterlands, contributing to the larger objective of the nation achieving an economy size of US\$ 5 trn.

Feature Story

Real access, real inclusion

India is among the handful of economies where the rural region is grappling with lower penetration of scheduled banking services. The country has one ATM per 10 villages. With 65% of the country's population residing in rural India, it has only 20% of the country's total ATMs. The high cost of establishing and operating physical infrastructure is one of the main reasons that formal financial institutions find it difficult to operate ATMs in rural areas.

The 'Jan Dhan-Aadhar-Mobile' (JAM) trinity has been instrumental in establishing new digital business/delivery models in the financial services space especially in the rural regions to drive financial inclusion. The challenges faced by the rural Indians in accessing financial services were identified and through our Spice Money ecosystem, we act as a digital bridge with our Digital Adhikaris to millions of rural Indians in accessing financial and other services.



Challenge

Making banking convenient in rural areas

To access basic banking services, an average rural Indian must travel to the nearby town, costing money and time, both.

Building trust in banking

Trust plays an important part in handling cash related transactions. Despite the proliferation of mobile and internet usage, digital banking is still not preferred by the rural customers.

Serving in an economically viable way

The Bank's high cost of infrastructure and acquisition often deters them from opening branches in rural India, resulting in lack of access to banking services for the rural customers.

Making cash collection efficient

Enterprises such as Microfinance NBFCs, Logistics companies, among others, collect cash in rural areas through their representatives who need to go back to their urban branches at the end of the day to deposit cash. Branch manager then deposits cash in a Bank branch. This involves significant cash management risk apart from attendant logistical issues and limitations of branch banking hours.

Offering relevant products

The lack of rural consumer data often results in products which are not relevant for them.



Spice Money solutions

Creating hyperlocal access

Being part of the local community, the adhikari is able to relate their problems and being a face amongst them there is a lot of trust factor and comfort of engaging with a financial product.

Banker within the community for the community

The Adhikaris are local community members and their personal acquaintance brings a sense of trust among the residents. The customer is only required to produce Aadhar card and the name of their bank to access a host of financial services that includes withdrawal and deposit of cash.

Wide network, asset light model

The Spice Money digital platform enables any next-door kirana store or an entrepreneur to start operating as a mini bank counter and provide banking and digital services to consumers in semi-urban and rural India through shared infrastructure. It is a win-win proposition for the banks, NBFCs, insurance and fintech companies, as they can tap a large customer base without being present physically, following an asset light model.

Cash collection as a service

Such representatives and agents now deposit cash at nearby Spice Money Adhikari in the village. Enterprises get near real time credit. Adhikari uses this cash to serve customers with cash withdrawal services.

We are enabling the Adhikaris to serve the customers more through an increased number of transactions. The data generated through these transactions can give us insight for designing targeted products for our rural customers and generate further transactions for the Adhikaris.

Flywheel strategy by Spice Money



• Positive unit economics business model

• Operating leverage to be driven by transactions growth

Corporate Identity

At the forefront of digital transformation

Built on a strong foundation, Digispice is positioned as a trusted player for digital transformation of private and public enterprises and governments. We leverage our decades-long capabilities in engineering, analytics and automation, for seamless reinvention of products, operations and business models of our clients. We have emerged as a preferred partner for providing technology solutions for enterprise digital transformation, digital entertainment, digital financial services and digital travel services globally.

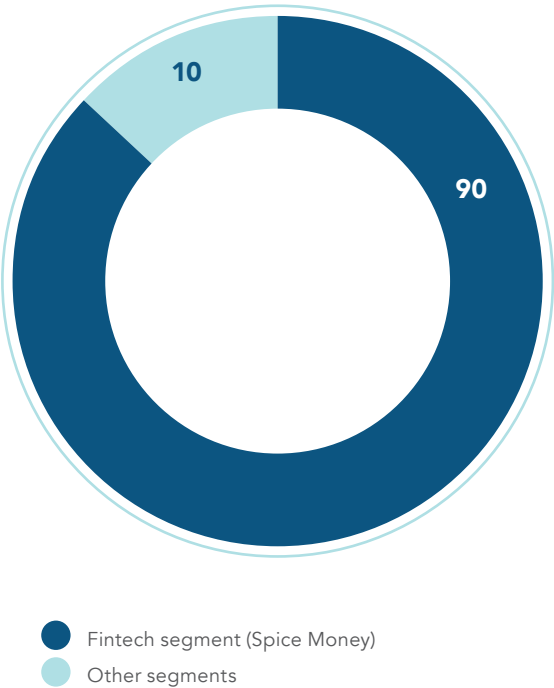
Broadly, we function across two key business segments: fintech, and digital technology segment. Spice Money, our fintech outfit, is our primary driver of business growth. By harnessing the power of digital technology, we plan to reach the nooks and corners of the nation, and empower enterprises, nanopreneurs or Adhikaris in the remotest fringes of the country.

In our B2B segment, we offer digital or data-driven services to enterprises from various sectors including telecom, BFSI, retail, etc.

Our services

<p>Digital rural banking</p> <p>1 mn Adhikaris</p> <p>18,500 Pincode coverage</p> <p>1 lakh+ mATM network</p> <p>15 crore+ customer base</p>	<p>Digital telco solution</p> <p>25+ Telecom operators live globally with our platforms and services</p> <p>60 bn+ Customer transactions on our platforms annually</p> <p>3 bn+ Customers being catered through our services</p>
<p>Digital enterprise communication</p> <p>350+ leading enterprise customers</p> <p>12 bn+ outbound messages annually</p> <p>12 bn+ outbound calls annually</p>	<p>Digital travel services</p> <p>1 lakh+ travel counters onboarded</p>

Segment-wise revenue share (%)



Vision
At DiGiSpice, we are passionate about transforming the lives of billions globally, one innovation at a time.

Mission
Our aim is to empower enterprises and consumers across the globe by accelerating the impact of digital technologies.

Core Values

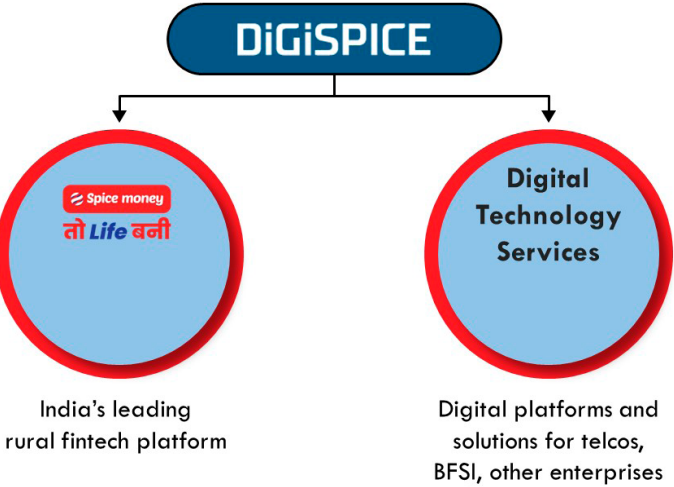
Integrity
Born out of the values of mutual respect and trust, we imbibe within our culture a deep sense of integrity while partnering with our clients, peers, and colleagues; no matter how big or small.

Innovation
With a strong desire to innovate, we stay one step ahead by harnessing the power of cutting-edge technology and consumer insights, which reflects in our commitment towards new ideas, opportunities and innovative solutions.

Intensity
Driven by the passion and enthusiasm to break boundaries and create the best-in-class solutions, our core value of intensity is born out of the sheer desire and grit to explore unknown territories.

Business Segments

Well diversified business model



Spice Money

Spice Money is India's leading rural fintech company. We cater to the financial and digital needs of rural India by empowering merchants/nanopreneurs to become Spice Money Adhikaris. We deploy cutting-edge technologies to render our services across the country.

Key highlights



Banking Services

We provide easy access to services like Cash Deposit, Withdrawals, and Money Transfer to rural populace through our robust Spice Money Adhikari network. These services are accessed through an Adhikari app and portal, using NPCi enabled AePs stack, Bharat bill pay (BBPS) and matm through connected devices to offer basic cash out services.



Payment Services

Our platform provides access to a largest micro ATM network in the country which not only helps in cash withdrawals by cards but also allows the rural citizen to pay for the services consumed by the card device.



Cash Collection Services

Spice Money Adhikari outlets act as Cash Collection Points where Agents, customers and bank representatives can deposit their insurance premiums, loan EMIs etc.



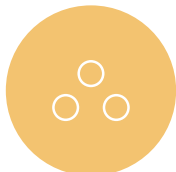
Bill Payment Services

Spice Money enables its Adhikaris to accept payments for all utility bills such as water, electricity, Gas, and Broadband through the Bharat Bill Payment System (BBPS). The BBPS service also facilitates other payments for services like FasTag, Municipal Corporation Tax, LIC Premiums and much more.



Loan Services

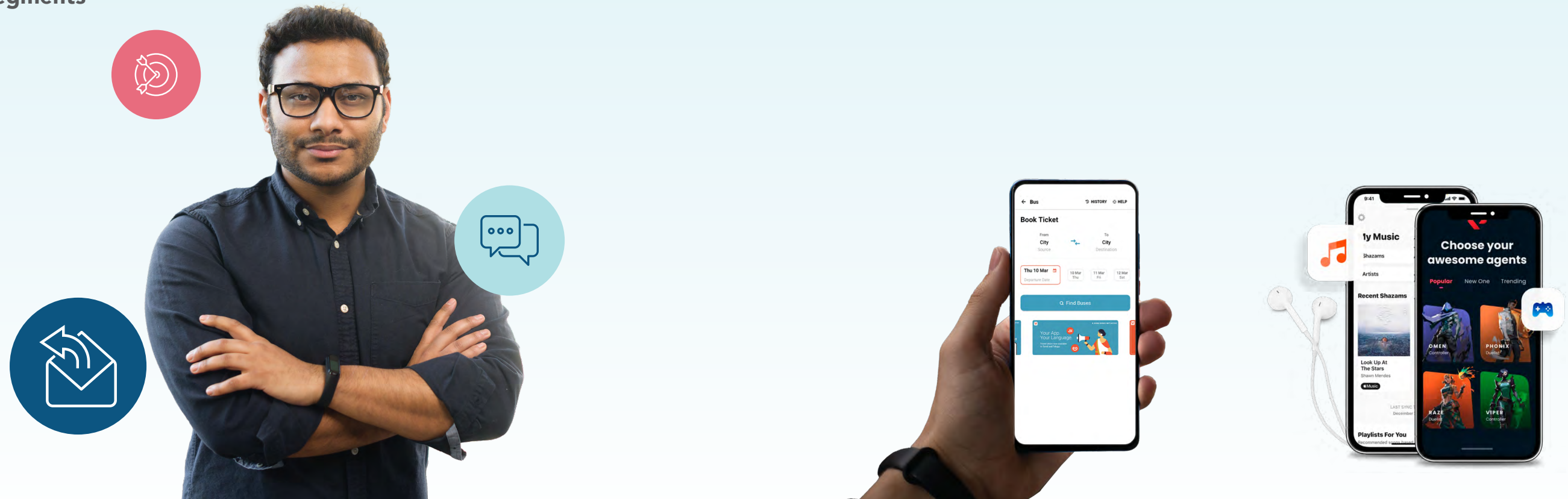
We provide quick, easy and attractive loans to both our Spice Money Adhikaris through our partnerships with a wide range of Banks and NBFCs.



Devices and Other Services

We provide various devices to our Adhikaris including biometric scanners, printers, mini-ATM device and relevant services to enable the creation of PAN cards for consumers at the Spice Money Dukan.

Business Segments



Korero Platforms (CPaaS) -DiGiSpice In-house Omni-Channel Platform

Korero offers CPaaS and Marketing Automation, enabling brands to engage in omni-channel communications with their customers through various channels like SMS, Voice, E-mail, WhatsApp, Google Verified notifications, Push Notifications etc.. Our platform KoSYNC harnesses advanced data science to communicate with their customers across multiple channels, while simultaneously creating an exclusive digital audience. With KoScan, brands can create fully automated marketing campaigns, leveraging powerful tools to generate leads through their target audiences.

Korero Platforms has currently onboarded more than **70 customers** from various industries using SMS, Voice, Email and WhatsApp as their communication channels to engage with their customers. Korero also offers many custom solutions like **Click to Call, Number Masking, Email to SMS, 2 way messaging and Missed call** which enterprises can use to build their customised applications.

We also provide a bulk messaging service to communicate in a personalised manner with customers, along with multiple other solutions like two-factor authentication to provide security and safety from fraudulent activities.

Korero Platforms has recently deployed a **new age SMSC solution** for its enterprise customers through which the platform can send SMS across telcos with very high throughput of 10,000.

350+

Leading Enterprise Customers

Travel Union

As an assisted travel business brand for rural India, Travel Union offers the best inventory, competitive prices and tech-led dedicated support systems to travel agents, small businesses as well as enterprises. With zero on-boarding costs, the platform allows travel businesses to directly book trains, buses, flights, hotels and tour packages seamlessly.

1 lakh+

Travel Counters Onboarded

Digital Telco Business

Through DiGital Telco business, we offer an extensive range of solutions to telecom operators comprising Entertainment Suite, Content Aggregation, Super App and Digital platforms like MFS, M2M and USSD. Leveraging its sophisticated infrastructure, we provide in-app support and services for end customers, while enabling the augmentation and modernisation of networks and applications, with a greater ease.

3 bn+

Customers being catered through our services

Opportunity Landscape

Harnessing the potential in the hinterlands

The rural economy has been evolving rapidly, aided by favourable government policies and advancements in technology. Rising literacy rates, a robust MSME sector and availability of digital infrastructure as a public good has churned out immense opportunities for development at scale, in the hinterlands.

Financial inclusion forms the bedrock of a successful economy. Uneven access to financial services has been a major hurdle in the equitable growth in rural and semi-urban regions of India. Often the last mile is left

uncharted due to the lack of resources and insufficient market presence in the hinterlands. With the massive push towards a 'Digital' and 'Aatmanirbhar' India, the scenario is drastically changing.

Financial inclusion schemes like the Jan Dhan Yojana, coupled with the increased availability of cheap internet and mobile services in rural areas has opened up a world of possibilities, propelling major shifts in consumption habits and financial practices. The wide-scale implementation of the India Stack, with its promise of cashless, paperless, presence-less and consent based transactions, has become a game-changer in expanding financial access, even in the most underserved and remote locations of the country.

The pandemic played a big factor in speeding up this process, with the government's agenda of creating a cashless economy finally panning out through the accelerated adoption of digital transactions all over the country.

Contributing Factors to a Rising Rural Sector

Internet Penetration in Rural India

- **336 million** Internet subscribers in Rural India
- Rural smartphone and internet penetration increased 30% p.a. over the last five years (Source:- Bain & Co.)
- Rural India has 20% more internet users than urban areas (recent study by Nielson)
- Smart phone availability in Rural India - 67.6% in 2021 vs 36.5% in 2018

Contribution to Nation - Rural

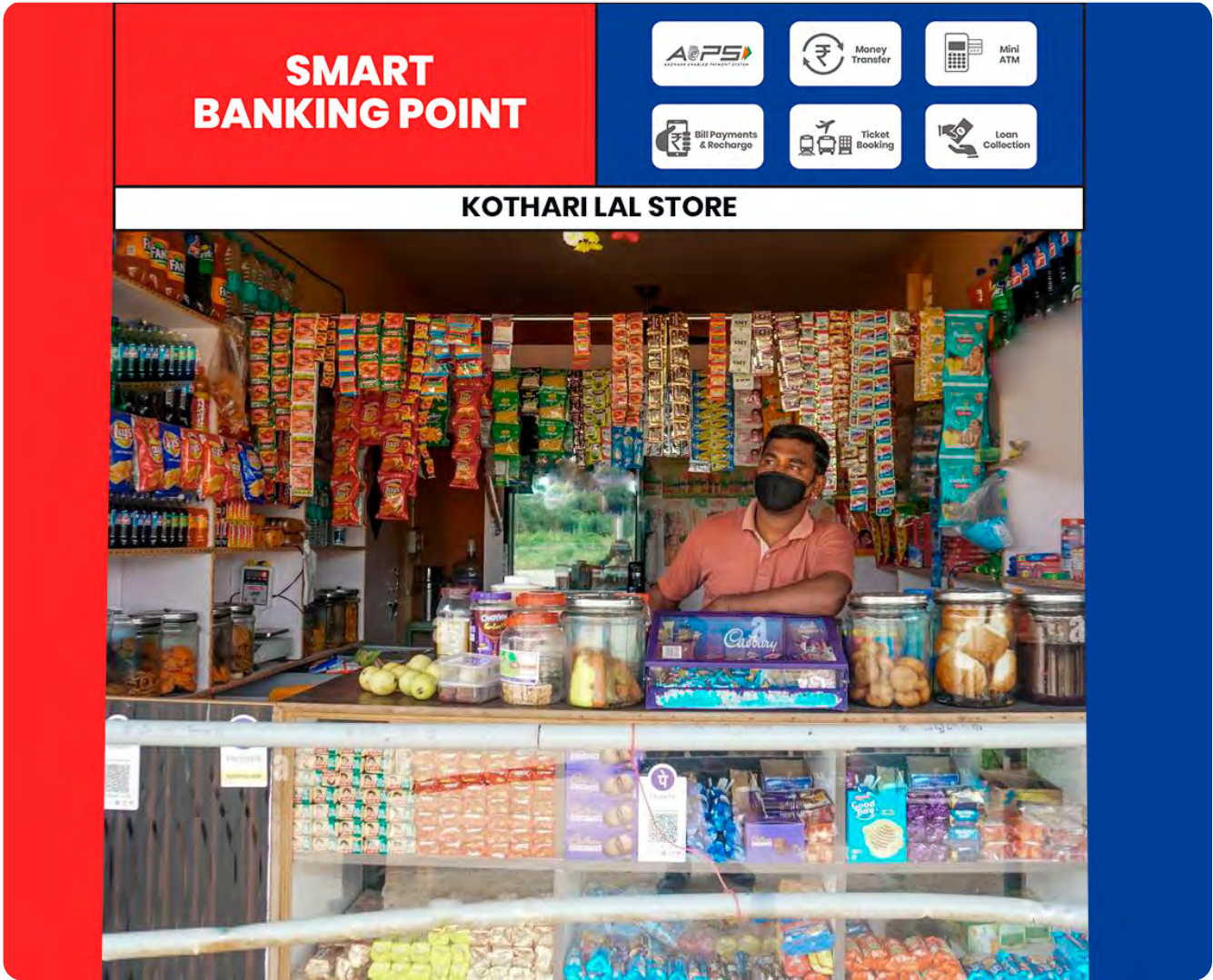
- Rural Economy contributes around 46% to the National Income
- Employs 350 million people (68% of total workforce)
- Over the last five years, the rural economy has grown ~10% p.a. – and still has strong headroom for growth

Literacy rate in Rural

- As of 2021, the literacy rate in rural India improved too around 73.5% (69% in 2011) includes 81% male and 65% female literacy in rural India (Source: MOSPI)
- 83% of total schools are located in rural India & ~61% of colleges (as of 2019-20) were located in rural India (Source: Dept. of School education & literacy)

MSME Sector - Rural

- A huge contributor to the Indian economy making up about 30% of the country's GDP.
- Out of about 63.4 million MSME's in India, 51.25% i.e., 32.5 million MSME's are in the rural areas.
- Employing about 50 million people in rural India, it is one of the most important sectors in the rural economy. (Source: IBEF)



Our response: A unique value proposition to unlock potential

Our Spice Money fintech platform and our growing network of Spice Money Adhikaris have helped us to reach out to the underserved populations through the trustworthy Spice Money Dukan which primarily are the next door kirana stores, also acting as a host of assisted financial services. Our Adhikaris facilitate these transactions and permeate financial literacy through their services to millions of people across India.

10 Lakh+

Spice Money Adhikaris
(Read more on page 10)

1 Lakh+

Mini-ATM network
(Read more on page 10)

18,500+

Pin codes coverage

2 Lakh+

Villages coverage

Spice Money

Expanding access to inclusive growth

Spice Money has redefined financial access through its unique tech-led platform that disseminates assisted fintech solutions, enhances inclusive financial services and empowers local entrepreneurs, all at the same time.

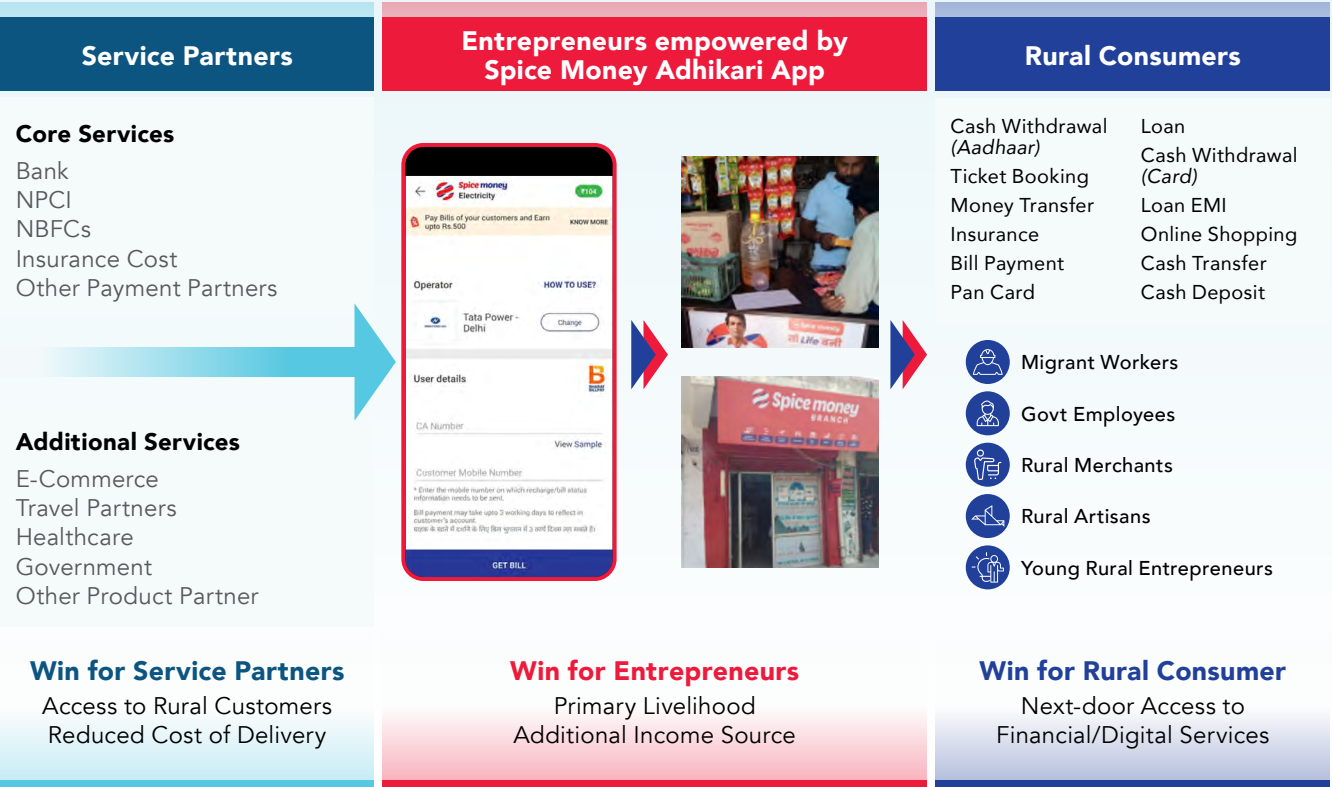
With a 17.2% share of AePS and robust tie-ups with a range of Banks and NBFCs, Spice Money delivers financial services seamlessly. Its digital ecosystem that connects product partners and consumers, with Spice Money Adhikaris forming the key enablers of this transaction.

- Our operating model is pivoted around three building blocks:**
- Creating access and building engagement at the village and block level through Adhikaris
 - An effective proprietary data strategy
 - Strong technological capabilities with an open API architecture

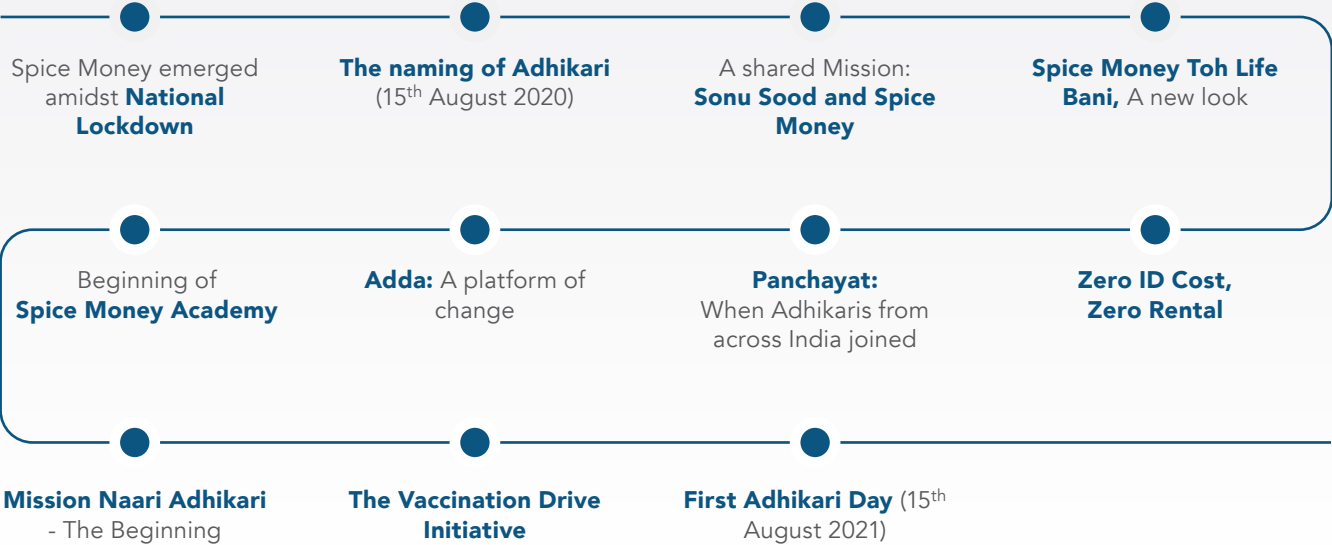
22 million+
Customers every month on platform



Developing a Win-Win-Win Rural Ecosystem



The Spice Money Journey



Spice Money



Brand Refresh – Spice Money Toh Life Bani

With the aim to create opportunities for rural and semi-urban India, we adopted a fresh brand identity with 'Spice Money Toh Life Bani campaign'. We were backed by Bollywood actor Sonu Sood, who worked relentlessly to provide aid during the COVID-19 pandemic. As our Brand Ambassador, he launched our campaign bearing the same name to introduce the concept of Zero Investment Scheme for Adhikaris, which is an industry first initiative. This prompted more people to join the Spice Money network, enabling them to start their own entrepreneurial ventures in rural India.

Products like Mini-ATM devices were made available with a refundable deposit scheme, making them effectively free of cost. To further strengthen the new Brand identity, we revamped our product packaging as well as our marketing kit for Adhikaris.

₹ 83,513 crores

Customer transaction value in FY22 (81% growth YoY), marking a milestone of trust, growth and prosperity

Fastest-growing mini-ATM network

ATMs are not readily available in rural areas and often people would have to walk more than 10/20 km to get to the nearest one in their vicinity. This problem is a lingering one that causes immense distress in the lives of people, especially during emergencies. To mitigate this issue, we have installed 1 lakh+ mini ATMs in remote villages, making it the fastest growing ATM network in India.



Installing the first ATM in the last village

Chitkul village, with a population of ~1,000 and located in the Kinnaur-Kailash region of Himachal Pradesh, did not have access to any ATM facilities. People had to travel as far as 25 km to meet their banking needs, which was a very difficult task in itself. With the aim of creating ease of access, Spice Money installed its mATM in Chitkul, becoming the first rural fintech company to provide ATM service in this last village of the country.

Adhikaris

Nurturing the rural entrepreneurial ecosystem



We are nurturing a thriving ecosystem of entrepreneurs by creating opportunities and building capacities for their sustained growth and profitability.

Spice Money Adhikaris are the face, backbone and driving force behind the successful uptake of our services. It is

their position and identity within their locality that gives assurance to customers, strengthening their trust to engage in financial transactions without hesitation. By providing a host of incentives and continuous training on financial literacy, we are empowering our Adhikaris to further their businesses with zeal and dignity. When they engage with customers, they further spread the knowledge they have access to, igniting a chain reaction that gradually brings members of their communities under the ambit of formal financial services with ease.

Adhikaris – our core strength

Our Adhikaris provide assisted services to our customers to meet their banking and payment needs by facilitating services like Money Transfer, AePS, Bill Payment services, cash withdrawal and deposit, loans, insurance, etc. Anybody can become an Adhikari and we have successfully inducted a diverse body of people for this role – local youth, persons with disabilities and women looking to secure financial stability.

We have a simple approach wherein Adhikaris put in capital to begin their journey, enable us to marry cash in with cash out services for our customers and then begin generating return on their capital from within the ecosystem. They are not required to make any investments in cash logistics and the subscription fees have also been made free to further simplify the model. We also conduct sufficient background checks before beginning the onboarding process. The presence of Adhikaris across the rural belts help solve the problem of access in remote areas.

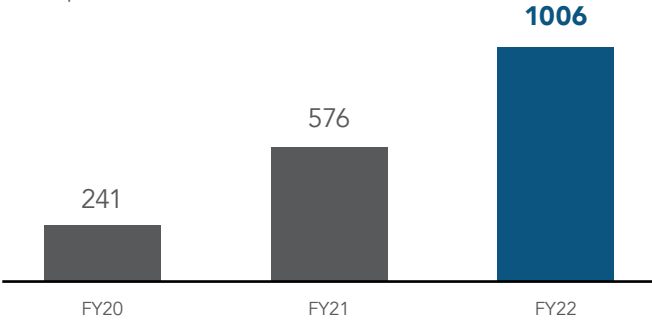
1 million

Adhikaris in 2 lakhs+ villages with plans to increase the number to 10 million in the near future

₹ 140,000 crore

GTV – growth from ₹ 82,000 Crore in FY21 with a positive bottom line

Spice Money Adhikaris '000
(Entrepreneurs/Kirana Stores)



Adhikari Training and Engagement



Spice Money Academy

With the aim to develop and further train our Adhikaris on a regular basis, we started the Spice Money Academy. Through our engagements, we provide in-depth knowledge and guidance regarding our list of offerings. Distributors at block level educate Adhikaris. Subsequently, Adhikaris organise eChauvalls at the village level to educate and guide people regarding our platforms and services.



Spice Money Panchayat

We organised a digital event where all our partners and Adhikaris were encouraged to participate in a forum, where they could talk to our founder Dilip Modi and brand ambassador Sonu Sood. These precious associations through the Panchayat platform accelerated our progress in creating momentum within our Adhikaris.



Spice Money Adda

Focusing on the rural sector, we then adopted a new form the networking platform 'Adda', set up solely for the growth of our Adhikaris. Through Adda best practices across Adhikari network can be shared to better business practise overall in the Adhikari community.

Mission Shakti

Women are often the most marginalised of sections within the rural populace in terms of financial access and independence. Through Mission Shakti, we aim to empower women by making them self-reliant and financially independent. To help women realise their true potential, we encourage them to become a part of our platform to carve a career for themselves. By participating economically and socially, they can lead a dignified life without being dependent on anyone for their sustenance. We truly believe that a country can only develop when we develop the potential of our women and Spice Money is fully committed to realising this agenda.

2,000+

Women Self-Help Groups benefitted

Success stories

Our success is deeply intertwined with the success of our Adhikaris. Their achievements are a testament to our vision of creating inclusive growth and shared value for all.

Before becoming an Adhikari, I did not even comprehend that I would be able to help my customers in this way and keep earning alongside. Today I deal with a lot of work like transferring customers' money from my own shop - something they used to wander around trying to get done earlier.

Sanjay Kumar

Everyone earns money, but being a Spice Money Adhikari, I also receive blessings along with earnings. It feels good when I can help people from wandering around for important documents like PAN card. And now, I can get their PAN card made without any hassle.

Aurobindo Ghosh

Being a woman, you cannot get a proper job in the village". I was tired of hearing this and eventually I started accepting this. That's when I got an opportunity to become a Spice Money Adhikari. Now I tell others, how to earn their own livelihood, here in the village.

Preeti Shinde