

# Payments & Technology

The growth story of RS Software



# Contents

08	Corporate identity	54	Board of directors
12	Chairman's overview	56	Senior executive profiles
16	Management's discussion & analysis	60	Notice
32	The Company's review	66	Director's report
42	RS Software's product basket	118	Standalone financial statement
48	RS Software's business strength	153	Subsidiary financial statement
50	Operational highlights	188	Consolidated financial statement
52	Addressing business risks		



## Forward-looking statement

In this Annual Report we have disclosed forward-looking information to enable investors to comprehend our prospects and take informed investment decisions. This report and other statements - written and oral - that we periodically make, contain forward-looking statements that set out anticipated results based on the management's plans and assumptions. We have tried, wherever possible, to identify such statements by using words such as 'anticipates', 'estimates', 'expects', 'projects', 'intends', 'plans', 'believes' and words of similar substance in connection with any discussion of future performance.

We cannot guarantee that these forward-looking statements will be realized, although we believe we have been prudent in assumptions. The achievement of results is subject to risks, uncertainties and even inaccurate assumptions. Should known or unknown risks or uncertainties materialize, or should underlying assumptions prove inaccurate, actual results could vary materially from those anticipated, estimated or projected. Readers should bear this in mind.

We undertake no obligation to publicly update any forward-looking statements, whether as a result of new information, future events or otherwise.

---

# Payments and Technology

## The growth story of RS Software

This annual report is structured around three principal arguments.

### **Large growth ahead building a secular trend**

The convergence of regulations, consumer-facing technologies and the millennial generation are driving digital payments transformation, led by platforms that are building the foundation for an unprecedented global growth in digital payments. Considering that 80% + of the 3 trillion payment transactions a year still happen in cash at the consumer level, there is a digital payments opportunity for years to come

### **Great timing for the Company**

RS Software is the right company at the right time to leverage these opportunities, having showcased its success in building UPI and BBPS platforms - world-class payment platform infrastructure in India, working with global leadership payment companies during the past 24 months, and investing significantly in innovation to strengthen its revenue growth model.

### **Faster payments – the global mantra**

RS Software's payment platforms specialisation addresses a multi-country opportunity. An estimated 100 countries today are investing in initiatives in building digital payments infrastructure, with different countries at varying levels of maturity.





**This is the  
growth  
story of RS  
Software:**

Digital  
Payments

**Demonstrated  
Success**

Scalable  
possibilities

RS Software continues to make good strides executing its strategy of serving leaders in digital payments. It has been quite a journey and we are confident that we are on the right path to pursue the growth opportunities available in the payments space.

We have had significant achievements over the last two years including our building UPI and BBPS, the core digital payments infrastructure in India. Our leadership in building these important real-time payments systems for India is well timed to match developments in the payments industry globally. The roll-out of new real-time payments infrastructure in 2017 in other countries, most notably in the US, Australia, and the SEPA zone, has driven a marked change in attitudes in these markets. As these markets constitute the dominant part of the digital commerce

world, our opportunities to serve and grow are strong.

The payments industry is transitioning from a traditional card-based approach to a new world that enables commerce to be accessed with a digital credential. We are moving from a world dominated by face-to-face transactions to online e-commerce transactions, mobile m-commerce transactions, and digital government to consumer transactions (like the Indian government's direct benefit transfer program).

In addition to this evolution in consumer payments, there is an emerging revolution in B2B payments globally. *Combined, these represent a multi-trillion dollar opportunity and provide the foundation for a new growth for RS Software.*

“There is a tide in the  
affairs of men,  
Which taken at the flood,  
leads on to fortune...”

– William Shakespeare

# Payments and technology – the industry is at a point of no return

The global payments market is transforming even as you read this.

Regulators across the globe are accelerating the push for UPI like real-time payments platforms.

Emerging payment trends (Open Banking, payment apps, invisible payments and conversational commerce) are transforming realities faster than ever.

Features that deliver value are game changers. RS Software with deep knowledge in payments and mature global model, ideal to deliver value.

This transformation is affecting the operating environment across industries. A number of them are making structural shifts in their long-term digital plans.

Investments in payment technologies and services are becoming integral to success. There is a growing expectation that payment services will become invisibly embedded in the digital customer experience of tomorrow.

Empowering a company like RS Software to leverage its established and unique digital payments and infrastructure-creation capabilities.

---

## **RS Software. Creating India's digital payments backbone of tomorrow.**

India has demonstrated global leadership by investing in first-of-its-kind initiatives in building a digital payments infrastructure Unified Payment Interface (UPI), followed by Bharat Bill Payment System, India's central bill payment network.

Both these platforms have taken India from the early stage to advanced infrastructure status.

The UPI and BBPS platforms are being recognised as global benchmarks for the creation of national level digital payments infrastructure. 30+ countries interested in creating similar infrastructure.



RS Software is being respected as one of the leading players in this complex niche. The Company has been singularly focused for more than two decades in a space now acquiring global scope and scale.

The result is that RS Software is attractively placed to lead with innovation and grow its revenue base.

Making it a potential front-runner in transforming the payments world tomorrow.

# 8 things to know about RS Software

