

May 13, 2024

To, National Stock Exchange of India Ltd., Exchange Plaza, C-1 Block G, Bandra Kurla Complex Bandra [E], Mumbai – 400051	To, BSE Limited, Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai -400 001
NSE Scrip Symbol: BLSE	BSE Scrip Code: 544107
ISIN: INEONLT01010	ISIN: INEONLT01010

Subject: **Investor Presentation**

Pursuant to Regulation 30 read with Schedule III of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015, please find enclosed an Investor Presentation with respect to audited financial performance of the BLS E-Services Limited for the fourth quarter and year ended March 31, 2024.

You are requested to take the same on your records.

**For BLS E- Services Limited**

.....  
**Rahul Sharma**  
**Executive Director & Chief Financial Officer**  
**DIN- 06879073**

Encl: as above



# Investor Presentation

## Q4 & FY24



May 2024



Banking



E-GOVERNANCE



Store



Investment



G2C





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# Q4 & FY24 Performance Highlights



# Q4FY24 Performance Snapshot



## Financials (FY24)

### Total Revenue

Rs. 309.6 Crores

+ 25.7%

### EBITDA

Rs. 49.9 Crores

Margin  
16.1%

### PBT\*

Rs. 45.7 Crores

Margin  
14.8%

## Financials (Q4 FY24)

### Total Revenue

Rs. 78.7 Crores

+6.9%

### EBITDA

Rs. 16.0 Crores

Margin  
20.3%

### PBT\*

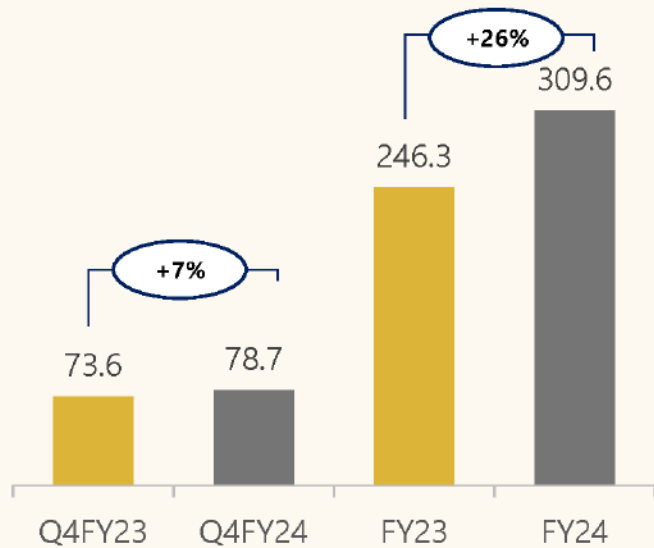
Rs. 14.4 Crores

Margin  
18.3%

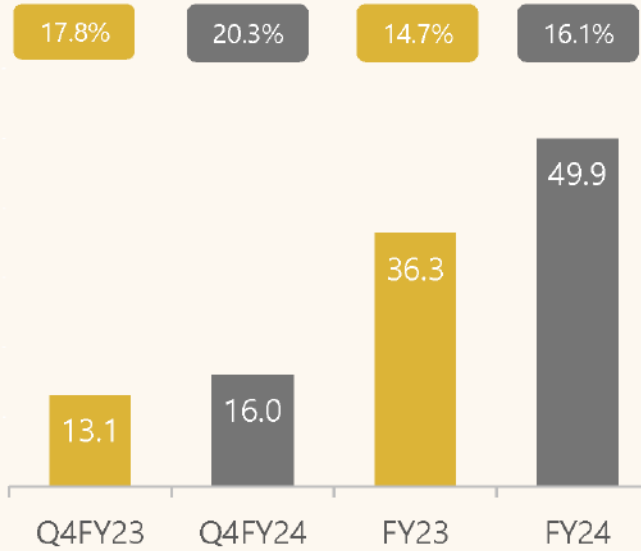
# Key Financial Highlights



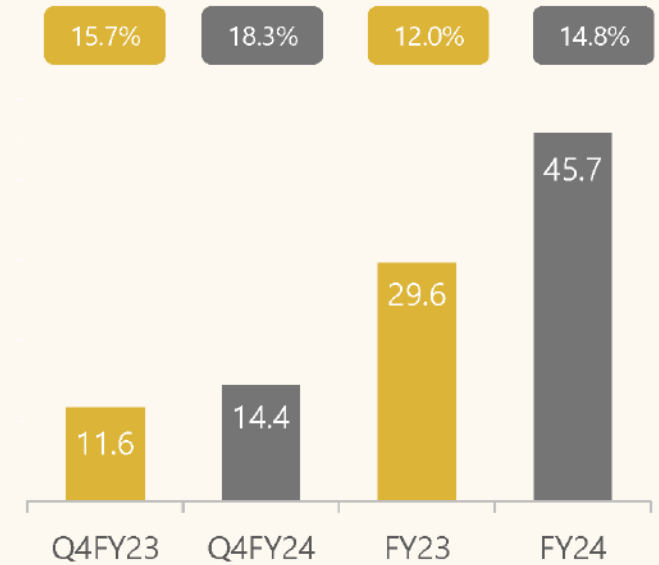
## Total Revenue



## EBITDA & EBITDA Margin (%)



## PBT & PBT Margin (%)



*Before Exceptional Items*



- ▶ Revenue in FY24 increased by 26.0% YoY to Rs. 309.6 Crores, driven by our various transformative initiatives during the year
- ▶ In FY24, we facilitated over 133 million transactions worth more than Rs. 72,700 Crores
- ▶ EBITDA Margin was at 16.1% in FY24, with absolute EBITDA up by 37.6% YoY
- ▶ PBT before exceptional items surged by 54.5% YoY, to Rs. 45.7 Crores

# Key Business Updates



- ▶ In February 2024, the company successfully completed its listing on BSE & NSE, with a ~ Rs. 300 Crores IPO. The net proceeds from the IPO will be deployed to strengthen the technology infrastructure, consolidate the existing platform, funding for setting up BLS Stores and also for inorganic opportunities.
- ▶ Collaboration with the National Health Authority for the Ayushman Bharat Quality Check (QC) in Uttar Pradesh, under the National Digital Health Mission
- ▶ Commencement of door-step-banking services for elderly population in 25 states/UT
- ▶ Business facilitation agreements with private banks HDFC, Kotak and Karur Vysya Bank
- ▶ Business correspondent RFPs wins with Indian Overseas Bank, Indian Bank, Baroda Gujarat Gramin Bank and Baroda Rajasthan Kshetriya Gramin Bank
- ▶ Penetrating in rural region through various initiatives including CSP+ project covering 200+ gram panchayats in Orrisa, and initiation of Aadhaar demographic update service in Karnataka
- ▶ Expansion of assisted e-services with Hospicash & Wellness drive with over 22,000 customer enrolments
- ▶ Launch of new product: Iris Scanner in Digital Store
- ▶ Launch of BLS Store mobile application
- ▶ Tie up with India Post Payments Bank (IPPB) through the Directorate of Electronic Delivery of Citizen Services (EDCS), E-Governance Department of Personnel and Administrative Reforms (DPAR), Govt of Karnataka (GoK)
- ▶ Citizen enrolments for Gruha Jyoti (Free Electricity Services to Citizens) and Gruha Lakshmi (Financial Assistance to Women) schemes in Karnataka Grama One project
- ▶ Initiation of sourcing of loans and deposits for Private Sector Banks (HDFC, Kotak) in Business Facilitator (BF) model.

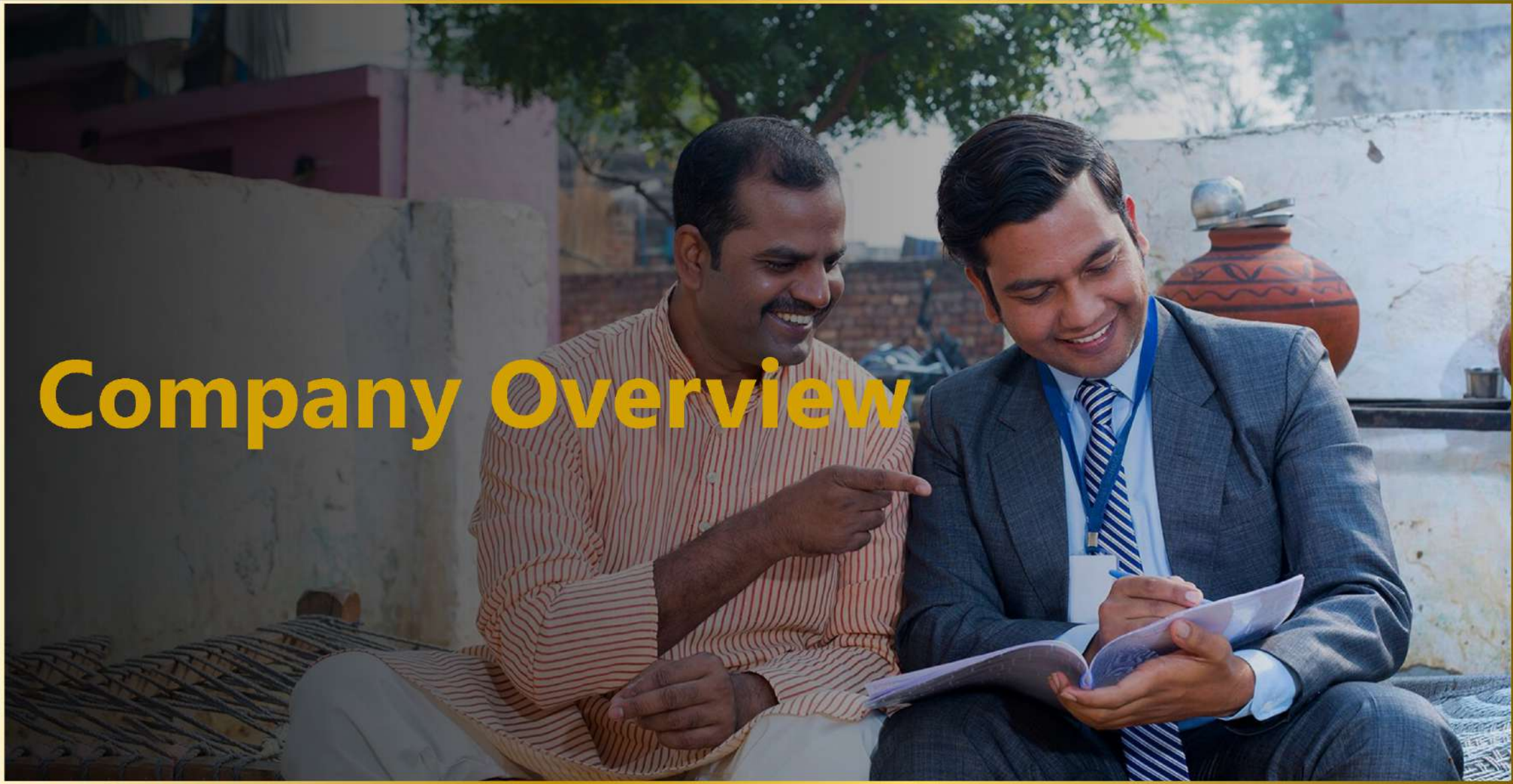


# Q4 & FY24 Profit & Loss Statement



Particulars	Q4FY24	Q4FY23	YoY	Q3FY24	QoQ	FY24	FY23	YoY
Revenue from operations	73.6	72.7	1.3%	71.7	2.8%	301.5	243.1	24.0%
Other Income	5.1	0.9		1.2		8.1	3.2	
<b>Total Revenue</b>	<b>78.7</b>	<b>73.6</b>	<b>6.9%</b>	<b>72.8</b>	<b>8.1%</b>	<b>309.6</b>	<b>246.3</b>	<b>25.7%</b>
Total Operating Expenses	62.8	60.5		61.3		259.6	210.0	
<b>EBITDA</b>	<b>16.0</b>	<b>13.1</b>	21.8%	<b>11.5</b>	39.1%	<b>49.9</b>	<b>36.3</b>	37.6%
<b>EBITDA Margin</b>	<b>20.3%</b>	<b>17.8%</b>	<b>248 bps</b>	<b>15.8%</b>	<b>452 bps</b>	<b>16.1%</b>	<b>14.7%</b>	<b>139 bps</b>
Finance costs	0.3	0.4		0.2		0.9	3.9	
Depreciation & Amortisation expense	1.2	1.1		0.8		3.4	2.8	
<b>PBT before Exceptional Items</b>	<b>14.4</b>	<b>11.6</b>	<b>24.6%</b>	<b>10.5</b>	<b>37.2%</b>	<b>45.7</b>	<b>29.6</b>	<b>54.5%</b>
<b>PBT Margin (%)</b>	<b>18.3%</b>	<b>15.7%</b>	<b>260 bps</b>	<b>14.4%</b>	<b>388 bps</b>	<b>14.8%</b>	<b>12.0%</b>	<b>275 bps</b>
Tax expenses	3.5	8.4		2.6		12.2	6.6	
<b>Profit After Tax*</b>	<b>10.9</b>	<b>25.2</b>		<b>7.9</b>		<b>33.5</b>	<b>20.3</b>	

# Company Overview



# BLS E-Services at a Glance



- ▶ BLS E-Services Limited (BLSe), through its tech-enabled integrated business model, provides digital and physical products and services in the G2C, B2C, B2B categories in semi-urban, rural and remote areas.
- ▶ BLSe has three business segments - Business Correspondent (BC) Services, E-Governance Services and Assisted E-services
- ▶ Incorporated in 2016 and listed on BSE & NSE in February 2024, it is a subsidiary of BLS International Services Ltd., which is one of the largest global players in visa & consular services outsourcing segment.

<b>Rs. 309.6 Crores</b> FY24 Total Revenue	<b>Rs. 49.9 Crores</b> FY24 EBITDA	<b>Rs. 45.7 Crores</b> FY24 PBT*
<b>68.1%</b> FY21-24 Revenue CAGR	<b>16.1%</b> FY24 EBITDA Margin	<b>14.8%</b> FY24 PBT* Margin

**100,000+**  
Touchpoints

**1,000+**  
BLS Stores

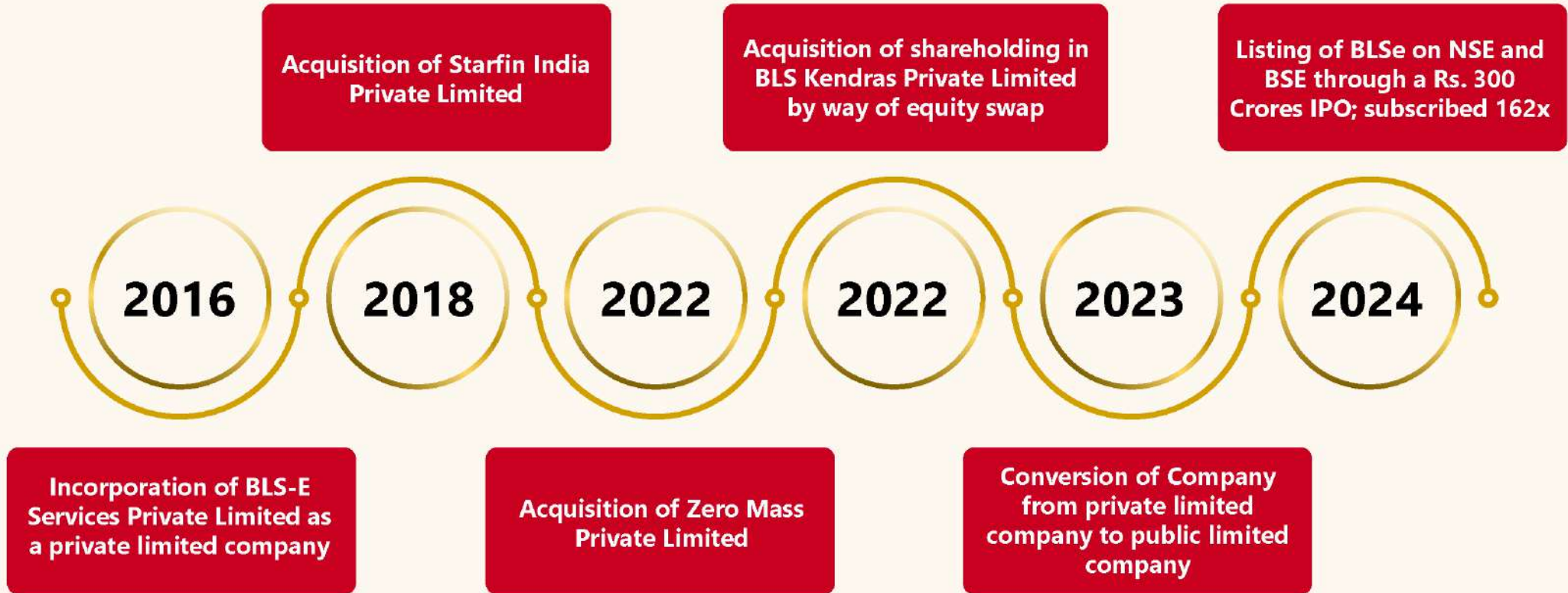
**15**  
Bank Tie-ups  
(for Business Correspondent)

**21,000+**  
Business Correspondents

**130+**  
Million Transactions in FY24  
(for Business Correspondent)

**Rs. 72,000+** Crores  
Gross Transaction Value in  
FY24

# Key Milestones



# Tech-enabled Digital Service Offerings



- ▶ **BLS works as Business Correspondents for Banks** i.e., being an extended arm of the Banks to increase accessibility of their services to the citizens.

- ▶ We have a **PAN-India presence** for banks like SBI, HDFC, BoB, UGB (Uttarakhand Gramin Bank), UBI, CBI, PNB, Kotak, Indian Bank, IOB, Karur Vysya Bank, Utkal Gramya Bank, etc.

- ▶ Referring to our **Business-to-Business-to-Citizens** model where we use 3rd party businesses as partners & **touch-points** to provide our services to the citizens.

- ▶ Provide services related to PAN Card, IRCTC Tickets, Bill Payments, Tele-Medical Consultancy, Insurance & Corporate Banking Services, AEPS, e-Learning/BLS Edutech, etc.

**Business Correspondence**

**E-Governance - Government to Customers (G2C)**

**Business to Business to Customers (B2B2C)**

**Digital Stores**

- ▶ **Government services facilitated to citizens** directly via BLS owned kiosks such as BLS Sewa.

- ▶ This involves all the services floated either via State Government, Central Government, or District Jurisdictions.

- ▶ Current presence includes, **UP CSC** (Uttar Pradesh), West Bengal

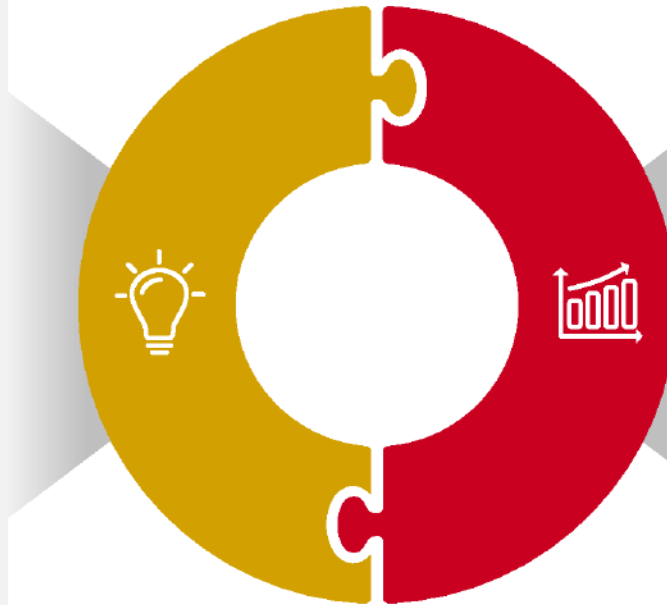
- ▶ **Touch-points working as a fully-branded BLS Centres** to offer all B2B2C services along with additional services & product offerings.

- ▶ Having a PAN-India presence, it will offer all BLS services such as PAN Card, IRCTC Tickets, MATM, Money Transfer, e-Commerce, etc.

# Bouquet of Services Provided by BLSe



- ▶ Banking CSP
- ▶ Micro ATM
- ▶ AEPS
- ▶ Travel
- ▶ Money Transfer
- ▶ Ayushman Bharat PM-JAY
- ▶ Recharge
- ▶ IRCTC Train Ticket



- ▶ Insurance
- ▶ E-learning / BLS Edutech
- ▶ Telemedicine
- ▶ Refurbished Smart Phones
- ▶ Assisted E-Commerce
- ▶ VISA & Passport Application
- ▶ PAN Card Services

# Business Correspondent Services



**Delivering last mile banking services to unserved and underserved rural and remote population as a part of the Financial Inclusion Program of Govt. of India**

## Comprehensive range of solutions

- ▶ Channels and distribution strategies
- ▶ Sales force recruitment and tracking
- ▶ Customer database maintenance
- ▶ Business and market intelligence
- ▶ Back-end sales support services

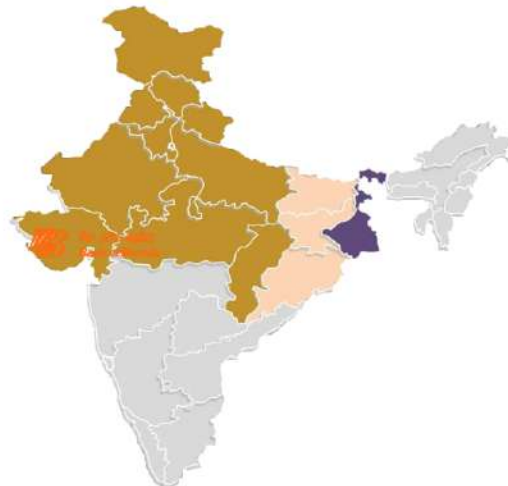
## Advantage gained by our clients

- ▶ Highly motivated workforce
- ▶ Cutting edge processes – higher productivity and efficiency & return on investment
- ▶ Improve businesses competitiveness in their markets
- ▶ Huge network of partners and channels
- ▶ Clear understanding of how the services offered will impact their sales

## Existing Customers



## SBI - Reaching further Uttarakhand Gramin Bank - Expanding footprints



**A network of  
21,000+ BCs  
spread across  
India**

## Business Correspondent Coverage

No. of Services Offered	320+
Rural / Semi rural codes (#)	17,600+
Urban Code (#)	3,700+
Transaction Volumes (in Mn)	130+
No. of BCs run by women	5,200+

# E – Governance & Assisted E-Services



One stop shop platform to offer citizen centric services of all the Government Departments. Majorly: Identity enrolment & updation, certificates, etc.



- ▶ Efficient and cost-effective methods of service delivery
- ▶ Enhance transparency and responsiveness of the Government to citizen needs
- ▶ Convenience to citizens by reducing the travel time to avail services from haphazardly located service delivery centres.
- ▶ Bring uniformity across states and reducing the need for intermediaries

- ▶ Jan Seva Kendra (CSC) on behalf of Uttar Pradesh Government in India
- ▶ Services of all UP Government Departments through 21,000+ CSCs
- ▶ 750+ G2C & B2C services provided through CSCs

B2B2C Services being provided through Portal & Mobile App



- ▶ 'BLS Center' is a dedicated B2B2C services portal
- ▶ 'BLS Center' is helping the village level entrepreneurs / retailers earn money from various value-added services that they can cross-sell to the citizens visiting their centers for G2C services
- ▶ Millions of citizens are already getting benefitted by accessing such value-added services near their habitat



# Cross-selling and Up-selling under Digital Services



We intend to become the “Go to Market Platform” for various business verticals including fintech and digital platforms. The assisted digital convenience stores (BLS Touchpoints) act as the “One-stop solution” for availing various products & services on the digital platform called BLS Sewa app.

## Future BLS Center – one stop Solution



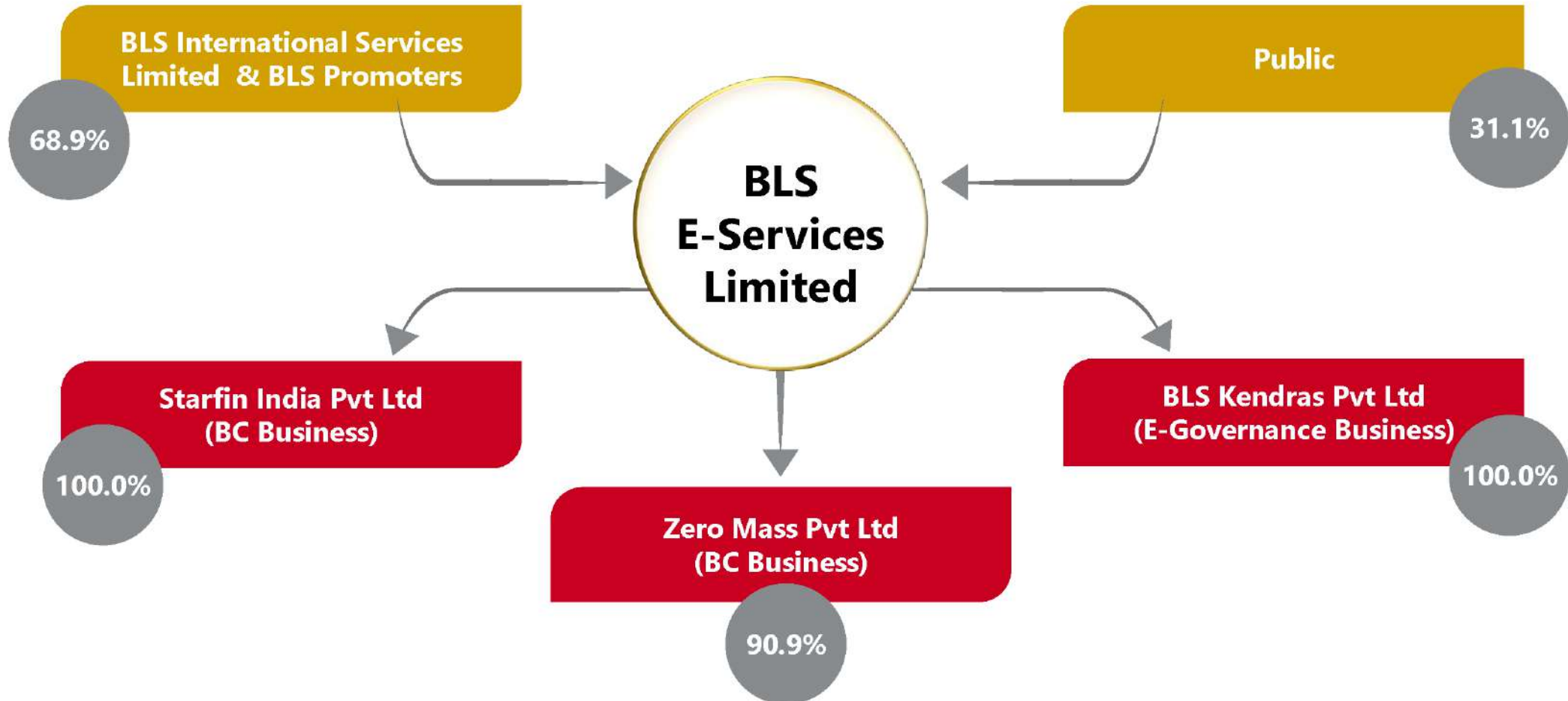
BLS E-Services (a subsidiary of BLS International Services Ltd.) has recently concluded its IPO. Rs. 173 Crores out of the total proceeds of ~ Rs. 300 crores will be utilized to further strengthen the technological infrastructure and upgradation of BLS stores

# Board & Management



<b>Shikhar Aggarwal</b>	<b>Chairman</b>	He holds a bachelors from Delhi University. He has over 10 years of experience and is the Joint Managing Director of BLS International Services Ltd. His business acumen and innovative thinking have played a vital role in the BLS International's exponential growth and successful corporate partnerships. He has received several prestigious awards, including the "ET Global Indian Leaders 2022 of the Year Award" and was included in "Times 40under40" list for the year 2021.
<b>Rahul Sharma</b>	<b>Executive Director &amp; Chief Financial Officer</b>	He is a Chartered Accountant and Fellow member of ICAI, Bachelors' of commerce (hons) degree from the University of Delhi. Associated with BLS group since 2012 and has over 16+ years of experience in the field of finance and accounts, leading technology integration, ERP development, and managing a vast network of 100,000+ touchpoints. He is committed to financial inclusion, strategic leadership, and innovation.
<b>Ram Prakash Bajpai</b>	<b>Independent Director</b>	He holds a bachelors' degree in science from Agra University. He was awarded doctorate in physics from the Indian Institute Technology, Delhi and a doctorate in science from Hokkaido University, Japan. He has been associated with the Central Scientific Instruments Organisation, under the Department of Scientific & Industrial Research, Ministry of Science & Technology, the Government of India.
<b>Rakesh Mohan Garg</b>	<b>Independent Director</b>	He holds a bachelors' degree in arts (honours) in mathematics from Guru Nanak Dev University and Masters of business administration degree from Panjab University. He is retired as the Indian Revenue Services officer of the 1983 batch. He was also the principal chief commissioner of the Income Tax Department, Delhi region. While serving in the Government of India, he has also attended several mid-career training programs at institutes such as the Indian Institute of Management, Ahmedabad, the Indian Institute of Management, Bengaluru, the Syracuse University and the Harvard Business School on various aspects of management.
<b>Shivani Mishra</b>	<b>Independent Director</b>	She holds a bachelors' degree in commerce from Chaudhary Charan Singh University, Meerut. She also holds a masters' degree in business administration from Punjab Technical University, Jalandhar. Presently, she is also associated with Bright Avenue School as a senior manager accounts and has more than nine years of experience in the field of finance and accounts.
<b>Manoj Joshi</b>	<b>Independent Director</b>	He holds a bachelors' degree in commerce and a masters' degree in commerce from the University of Rajasthan. He has over three decades of experience in the area of board management. He is presently associated with Morepen Laboratories Limited as an independent director.
<b>Lokanath Panda</b>	<b>Chief Operating Officer</b>	He holds a bachelors' degree in engineering from Sambalpur University, Odisha. He has over 20 years of experience in in the field of payment systems, financial inclusion, citizen services portfolio and expansion of retail channel for other value-added services and products. Presently, he is also a Whole-time Director in ZMPL (Subsidiary of BLSe).

# Corporate Structure



# Industry Overview





## E-Governance Services Industry

- ▶ Department of Administrative Reforms & Public Grievances (DARPG) had formulated the National e-Governance Service Delivery Assessment (NeSDA) in 2019 to boost the e-governance endeavors and drive digital government excellence.
- ▶ A total of 56 mandatory services were assessed for every State & UT and 27 services were assessed for Central Ministries.
- ▶ As per NeSDA report for States/UTs (March 2023); Departments across States/UTs provides 15,601 services. 12,561 out of this 15,601 services are provided online(i.e. 80.5% of the services are digitized across States/UTs).

## Business Correspondent Industry

- ▶ Business Correspondent (BCs) work on a commission-based model. The commission is paid as a certain percentage of the value transacted or a fixed fee per transaction depending on the agreement.
- ▶ Factors affecting BC industry includes increasing outreach of BCs in rural areas, increasing volume and value of transactions through BCs, facilities to make various types of bill payments through BCs, etc.
- ▶ BC industry size expected to grow at CAGR of 19% from FY22 to FY25.

## Assisted E-Services Industry

- ▶ Assisted e-commerce rests on Information Communication Technology application to build a win-win solution for village-level entrepreneurs and for people residing in rural regions who can assist them in a buying decision.
- ▶ Growth drivers for assisted e-commerce includes increasing internet penetration rate in India, increase in literacy rate in India, reduction in cost of fixed and wireless internet in India.

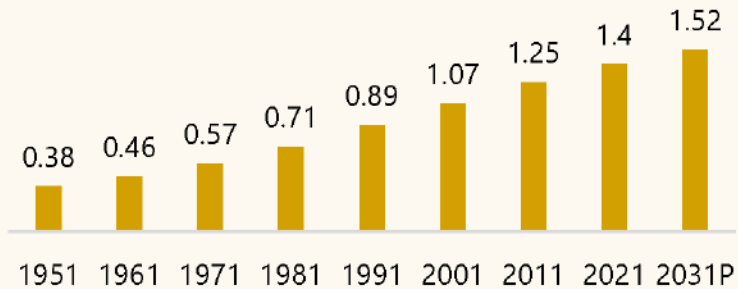


# Industry Dynamics & Key Growth Drivers

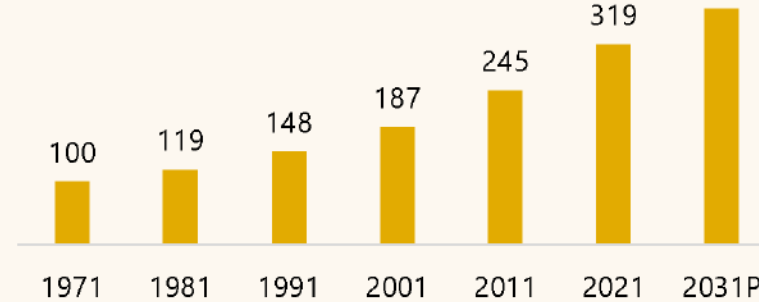


India's population surpassed China in January 2023 and has become the most populous country. Additionally, India is expected to be the fastest growing economy. This would lead to significant demand for E-services, Banking Correspondent Services as well as assisted e-commerce services.

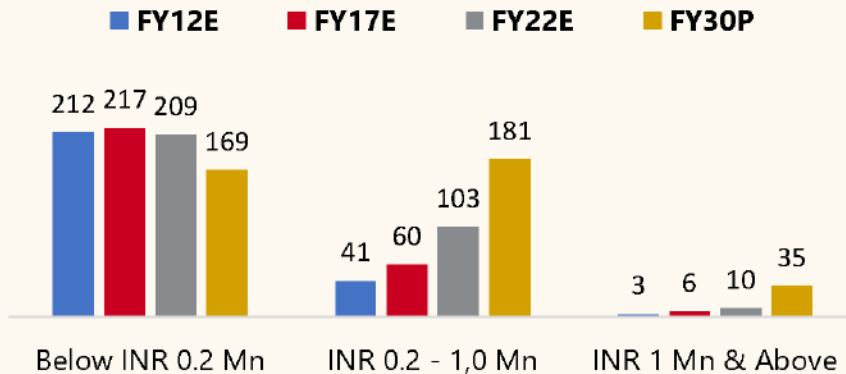
**India's population (In billion)\***



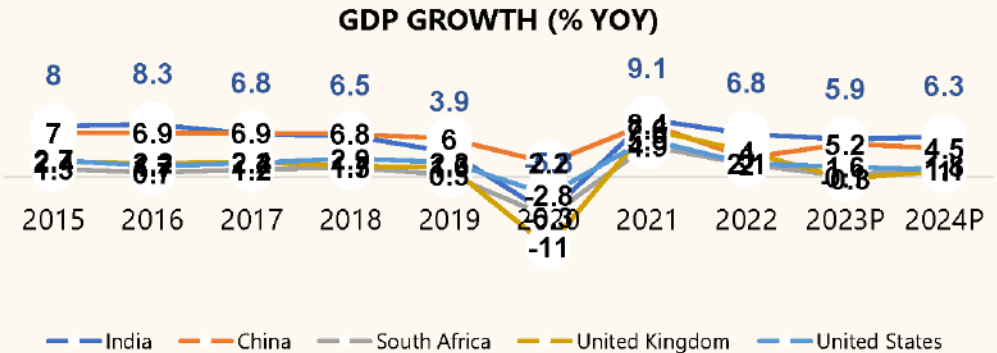
**Households (In million)\***



**Middle India households witnessed high growth over fiscal 2012 to fiscal 2022\***



**India is expected to be the fastest-growing major economy**



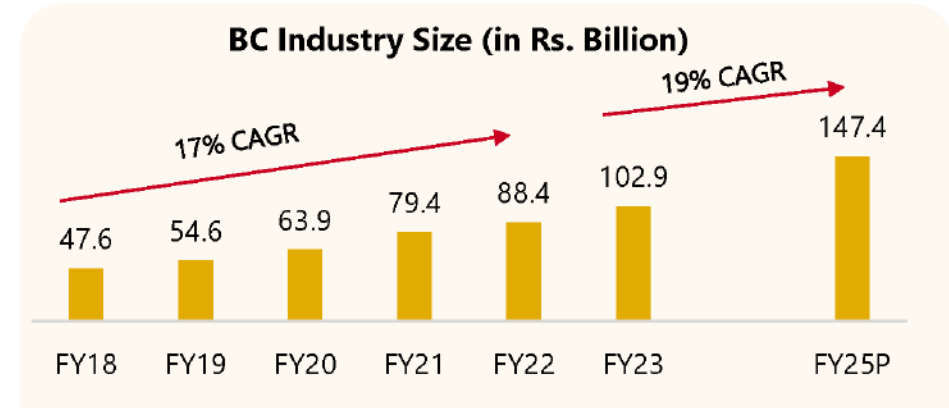
Source: BLS E-Services Limited IPO Prospectus

# Business Correspondent (BC) – An Overview

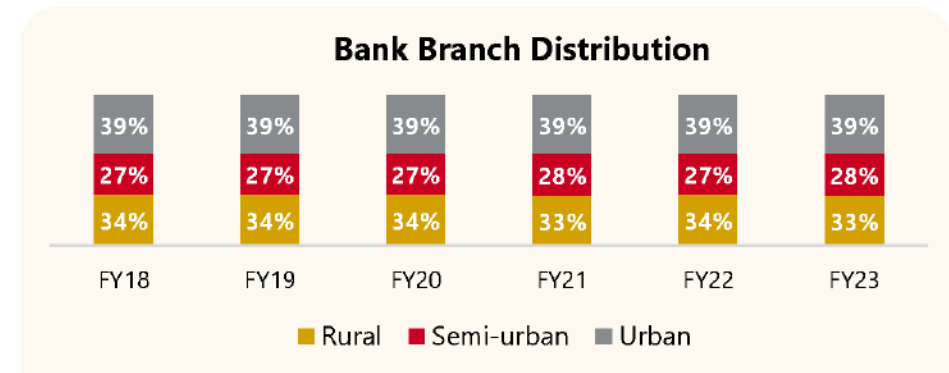


- ▶ BCs work on a commission-based model. The commission is paid as a certain percentage of the value transacted or a fixed fee per transaction depending on the agreement.
- ▶ Some of the factors which are expected to drive growth of BC industry size are
  - increasing outreach of BCs in rural areas,
  - increase in BSBDA accounts and deposits,
  - increasing volume and value of transactions through BCs,
  - increasing government's DBT schemes and funds, facilities to make various types of bill payments through BCs,
  - various value-added services provided by BCs such as Aadhaar seeding, mobile seeding, etc.
  - Additionally, growth in microfinance lending through BCs will increase revenue of BCs.

**BC Industry is expected to grow at 19% CAGR from FY22 to FY25P**



**Rural and semi-urban areas present significant opportunity for BCs**

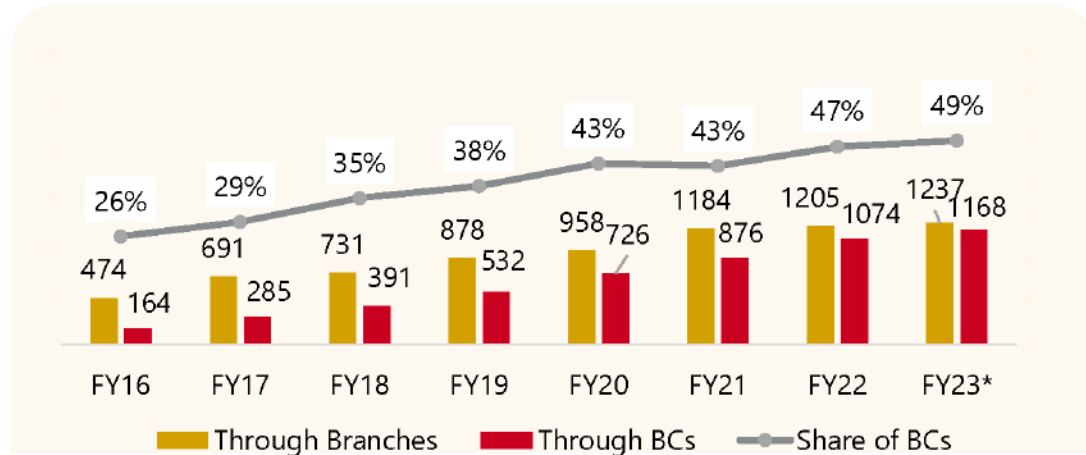


Source: CRISIL MI&A Research

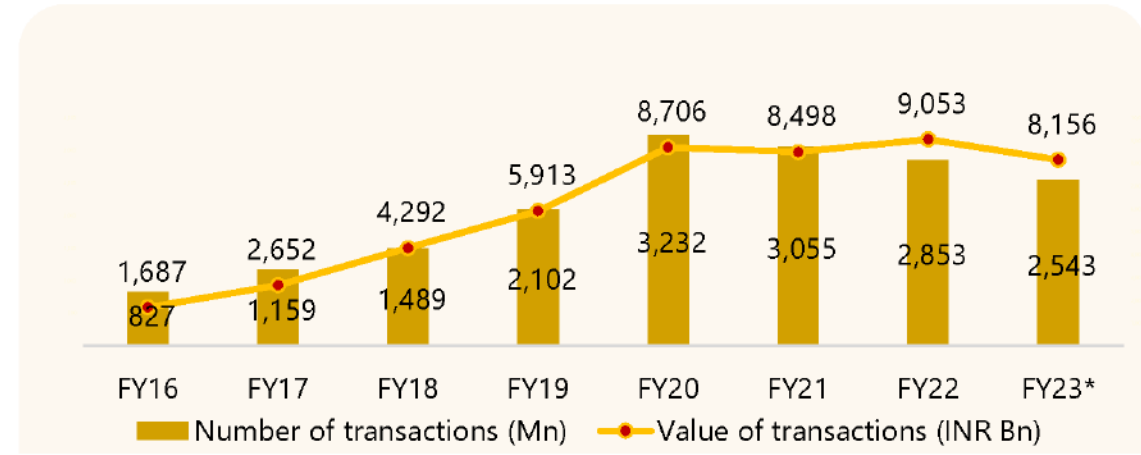
# Business Correspondent – Key Statistics (1)



Amount transacted in BSBDA accounts through BCs increased over the years (Rs. Billion)



Number of transactions in Basic Savings Account through BCs



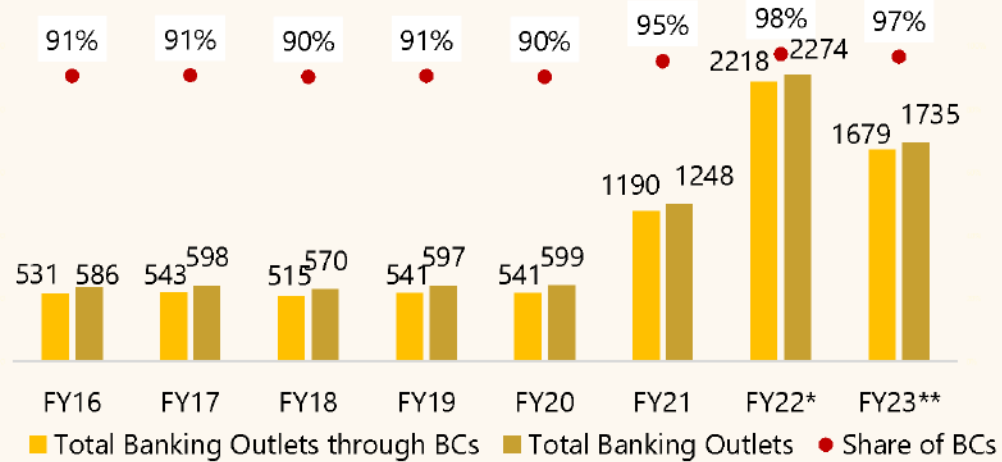
- ▶ Increase in Basic Savings Bank Deposit Account (BSBDA) due to Pradhan Mantri Jan-Dhan Yojana (PMJDY) and increase in Direct Benefit Transfer (DBT) amounts and beneficiaries have led to surge in volume of transactions in BSBDA through BCs over the years
- ▶ Number of transactions through BCs witnessed a growth of 23% CAGR while value of transaction witnessed a growth of 32% from FY16 to FY22.



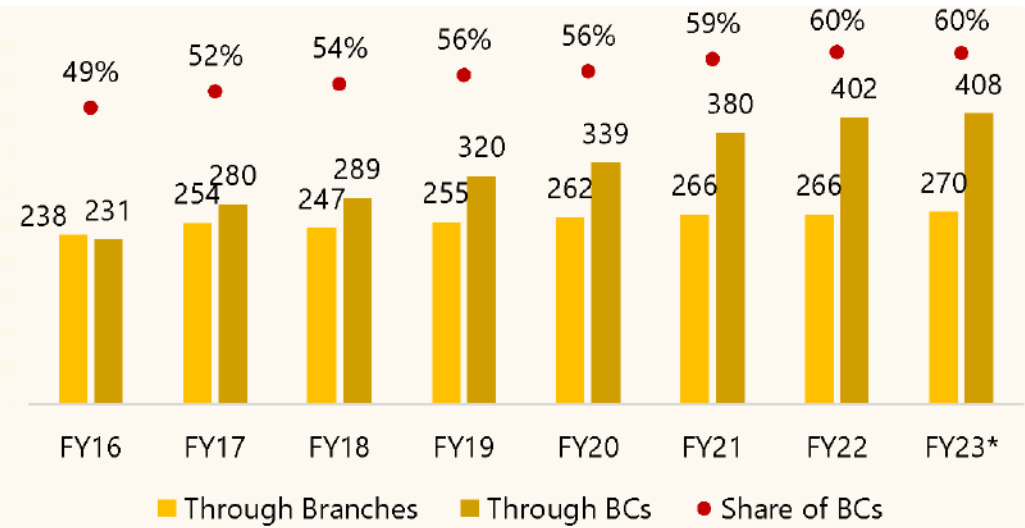
# Business Correspondent – Key Statistics (2)



Presence of Banking Outlets in Villages (in '000)



Number of transactions in Basic Savings Account through BCs (in Million)



- ▶ Banking outlets in villages grew at a CAGR of 33% between FY17-FY22 with 98% of banking outlets being operated through business correspondents in FY22
- ▶ RBI guidelines state that at least 25% of the total number of banking outlets opened during a financial year should be opened in unbanked rural centers.
- ▶ The share of BCs in the total number of transactions increased from 52% in FY17 to 60% in FY22 majorly due to opening of banking outlets through BCs in rural areas and facilitating door-step transactions in remote parts of the country

\*FY22 – provisional data by the RBI, there is a significant increase in data reported by few private sector banks for FY22

\*\*FY23 – Data till December 2022. Source: RBI, CRISIL MI&A Research

# Opportunity in E-Governance for the next phase of growth



## India's scores are low compared to other countries providing government services online

Particulars	EGDI	OSI
China	0.8119	0.8876
Russia	0.8162	0.7368
Brazil	0.7910	0.8964
South Africa	0.7357	0.7487
India	0.5883	0.7934

## India's rank in e-Governance is improving, as per UN Survey

Particulars	2014	2022
EGDI Composite Score	0.3834	0.5883
Rank	118	105

**The E-Government Development Index (EGDI) is the weighted average of normalised scores on the three most important dimensions of e-Government:**

- ▶ The Scope and quality of online services as online Service Index (OSI)
- ▶ The Status of the development of telecommunication infrastructure or the Telecommunication Infrastructure Index (TII)
- ▶ The inherent human capital or the Human Capital Index (HCI)



## Key Trends in E-Governance:

- ▶ In India, the national level e-governance programme called National e-Governance Plan (NeGP) was initiated in 2006 with 31 Mission Mode Projects (MMP)
- ▶ Due to the shortcomings in NeGP, the Government of India conceptualized 'eKranti' or NeGP 2.0
- ▶ New and revamped projects are in accordance with the key principles of e-Kranti namely 'Transformation and not Translation', 'Integrated Services and not Individual Services', 'Government Process Reengineering (GPR), among others
- ▶ The portfolio of Mission Mode Projects has increased from 31 to 44 MMPs

# Advantages of E-Governance



Enhance delivery and efficiency of government services

01

Efficient government management

02

Empower Citizens through access to information

03

Control on corruption in the administration

04

Increases transparency in administration

05

06

07

Better planning and coordination between different levels of government

Convenience to Citizens and Businesses

10

Significant reduction in Cost with simultaneous growth in revenues

09

Increased legitimacy of government

08

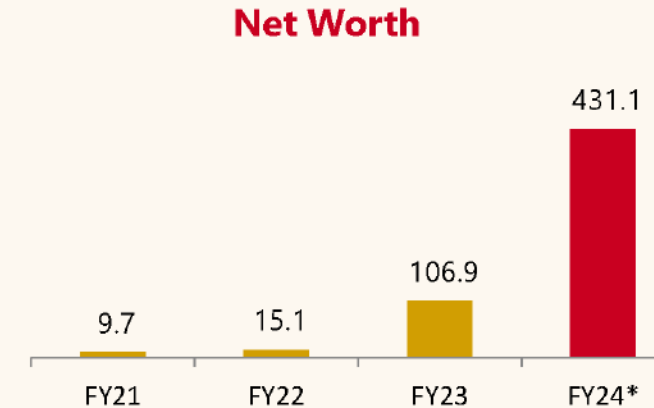
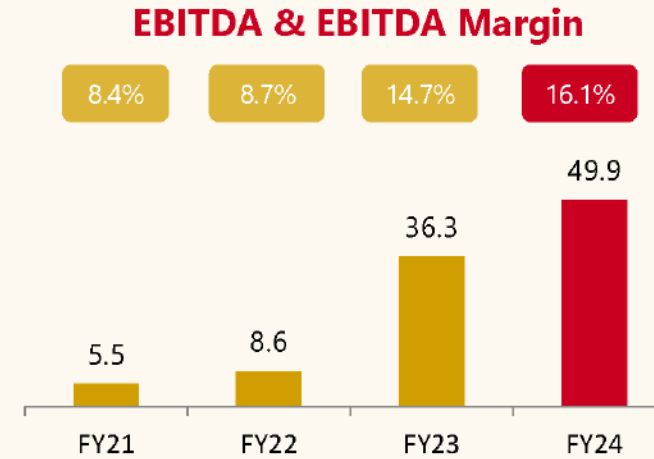
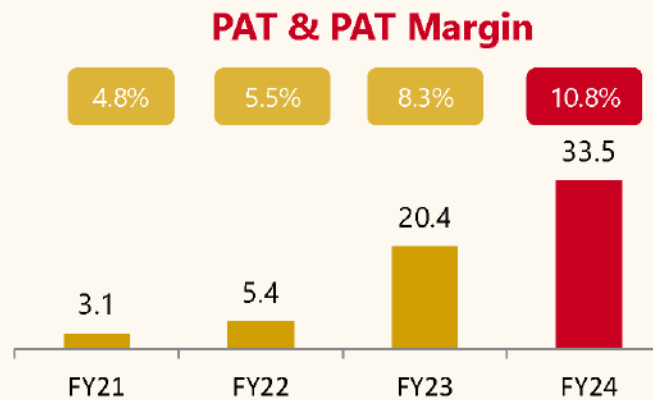
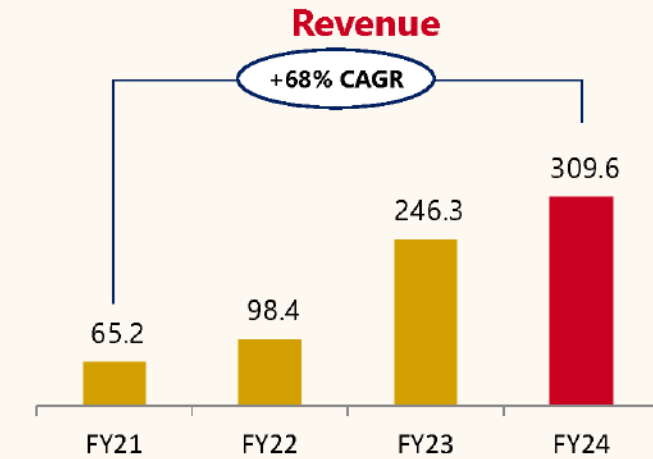
Reduces paperwork and red-tapism in the administrative process

**BLS**  
E-SERVICES



# Historical Financial Highlights

# Key Financial Highlights



\* FY24 includes ~ Rs. 300 crores proceeds from IPO done in February 2024

# Historical P&L Statement



Consolidated (in Rs. Crores)	FY21	FY22	FY23	FY24
Revenue from operations	64.5	96.7	243.1	301.5
Other Income	0.7	1.7	3.2	8.1
<b>Total Revenue</b>	<b>65.2</b>	<b>98.4</b>	<b>246.3</b>	<b>309.6</b>
Total Expense	59.7	89.8	210.0	259.6
<b>EBITDA</b>	<b>5.5</b>	<b>8.6</b>	<b>36.3</b>	<b>49.9</b>
<b>EBITDA Margin</b>	<b>8.4%</b>	<b>8.7%</b>	<b>14.7%</b>	<b>16.1%</b>
Finance costs	1.5	1.0	3.9	0.9
Depreciation and Amortisation expense	0.1	0.8	2.8	3.4
<b>PBT before Exceptional items</b>	<b>3.9</b>	<b>6.8</b>	<b>29.6</b>	<b>45.7</b>
<b>PBT Margin</b>	<b>6.0%</b>	<b>6.9%</b>	<b>12.0%</b>	<b>14.8%</b>
Tax expenses	0.8	1.4	6.6	12.2
<b>Profit After Tax</b>	<b>3.1</b>	<b>5.4</b>	<b>20.4</b>	<b>33.5</b>
<b>PAT Margin</b>	<b>4.8%</b>	<b>5.5%</b>	<b>8.3%</b>	<b>10.8%</b>

# Historical Balance Sheet



Consolidated (in Rs. Crores)	FY21	FY22	FY23	FY24
<b>ASSETS</b>				
<b>Non-current assets</b>				
Property, Plant and Equipment	0.1	0.2	1.1	4.7
Goodwill	8.0	8.0	81.5	81.5
Other Non-Current Assets	11.8	20.9	26.7	115.0
<b>Current Assets</b>				
Inventories	-	-	0.6	1.6
Trade Receivables	8.8	8.5	18.2	25.2
Other Current Assets	11.8	18.3	51.5	281.7
<b>Total Assets</b>	<b>40.6</b>	<b>55.9</b>	<b>179.5</b>	<b>509.7</b>
<b>EQUITY &amp; LIABILITIES</b>				
Equity Share Capital	0.0	0.0	66.7	90.9
Other Equity	1.4	6.8	40.2	340.3
Share Capital pending allotment	8.3	8.3	-	-
Non-Controlling Interest	-	-	4.5	6.6
<b>Total Equity</b>	<b>9.7</b>	<b>15.1</b>	<b>111.5</b>	<b>437.8</b>
Long-term Borrowings	-	7.3	-	-
Other Non-Current Liabilities	0.2	5.8	4.1	6.1
Short-term Borrowings	11.0	1.5	-	-
Trade Payables	1.6	7.9	2.5	3.2
Other Financial Liabilities	16.8	15.2	53.4	53.8
Other Current Liabilities	1.3	3.2	8.0	8.8
<b>Total Equity &amp; Liabilities</b>	<b>40.6</b>	<b>55.9</b>	<b>179.5</b>	<b>509.7</b>

# Key Investment Highlights





# Investment Rationale



01

Merchant led business model wherein all the BLS touch points & BLS E-stores are either owned or leased by merchants.

BLS provide them with necessary technology and other infrastructure (as applicable) enabling them to extend services to the end consumers

**Asset Light Model**

02

BLS's ability to bring together the advantages of G2C, B2B and B2C models within a single platform, provides a significant opportunity to cross sell and up-sell wide range of products & services to the citizens through its vast network.

**Cross-selling & Up-selling opportunities**

03

BLS charge consumers with a service fee and transactional commission. Further charge merchants a registration fee, renewal fee, new service activation fee, etc other than the transaction fee for use of services available on their portal.

**Diverse sources of revenue and negligible customer acquisition and retention costs**

04

BLS have a history of acquiring complementary businesses, that complement existing capabilities, revenue streams and marketing presence. Past acquisitions include Starfin and Zero Mass (ZMPL).

**Proven track record of successfully integrating acquisitions**

05

BLS has Pan India presence through its widespread network of 98,034 BLS Touchpoints.

**Network with Pan India presence**



## Organic growth

- ▶ Focus on volume led growth across the three verticals of BCs, E-Gov & Assisted E-services
- ▶ Follow an aggressive strategy to win new government tenders for E-governance business
- ▶ New tieups with financial institutions viz Banks, Insurance companies, NBFC, etc
- ▶ Continue to engage with new vendors for expanding B2B2C service offerings of BLSe
- ▶ Enhance the quality of services thereby enhancing customer experience
- ▶ Further expand our reach in terms of BCs, BLS Stores and BLS Sewa kendras

## Invest in technology to further build robust systems and processes

- ▶ Strengthen our technology infrastructure to develop new capabilities and consolidate our existing platforms
- ▶ Invest in technologies, infrastructure & manpower to tap exciting possibilities related to digitalization, last mile penetration & enhanced service experience

## Inorganic Opportunities

- ▶ Actively scouting for strategic inorganic opportunities, which would provide synergy to the existing businesses, with an objective to maximize shareholder's value

# Thank You



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