

May 02, 2023

**BSE Limited**  
Corporate Relationship Department,  
2<sup>nd</sup> Floor, New Trading Wing,  
Rotunda Building, P.J. Towers,  
Dalal Street, Mumbai- 400 001  
(Scrip Code: 543386)

**National Stock Exchange of India Limited**  
Exchange Plaza, 5<sup>th</sup> Floor,  
Plot No. C/1, G Block,  
Bandra - Kurla Complex,  
Bandra (E), Mumbai - 400 051  
(Symbol: FINOPB)

Dear Sir/Madam,

**Re: Investor Presentation**

**Sub: Investor Presentation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations")**

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Pursuant to Regulation 30 of the SEBI Listing Regulations, enclosed herewith the investor presentation on Audited Financial Results of Fino Payments Bank Limited ("Bank") for the fourth quarter and financial year ended March 31, 2023.

The said presentation is also available on the Bank's website i.e. [www.finobank.com](http://www.finobank.com)

Kindly take the same on record.

Thanking You,

Yours faithfully,  
**For Fino Payments Bank Limited**

**Basavraj Loni**  
Company Secretary & Compliance Officer  
Place: Navi Mumbai

**Encl: a/a**

# Har Din Fino...

## FINO PAYMENTS BANK Q4 & FY'23 Investor Presentation



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# Strategic Update & Key Performance Highlights

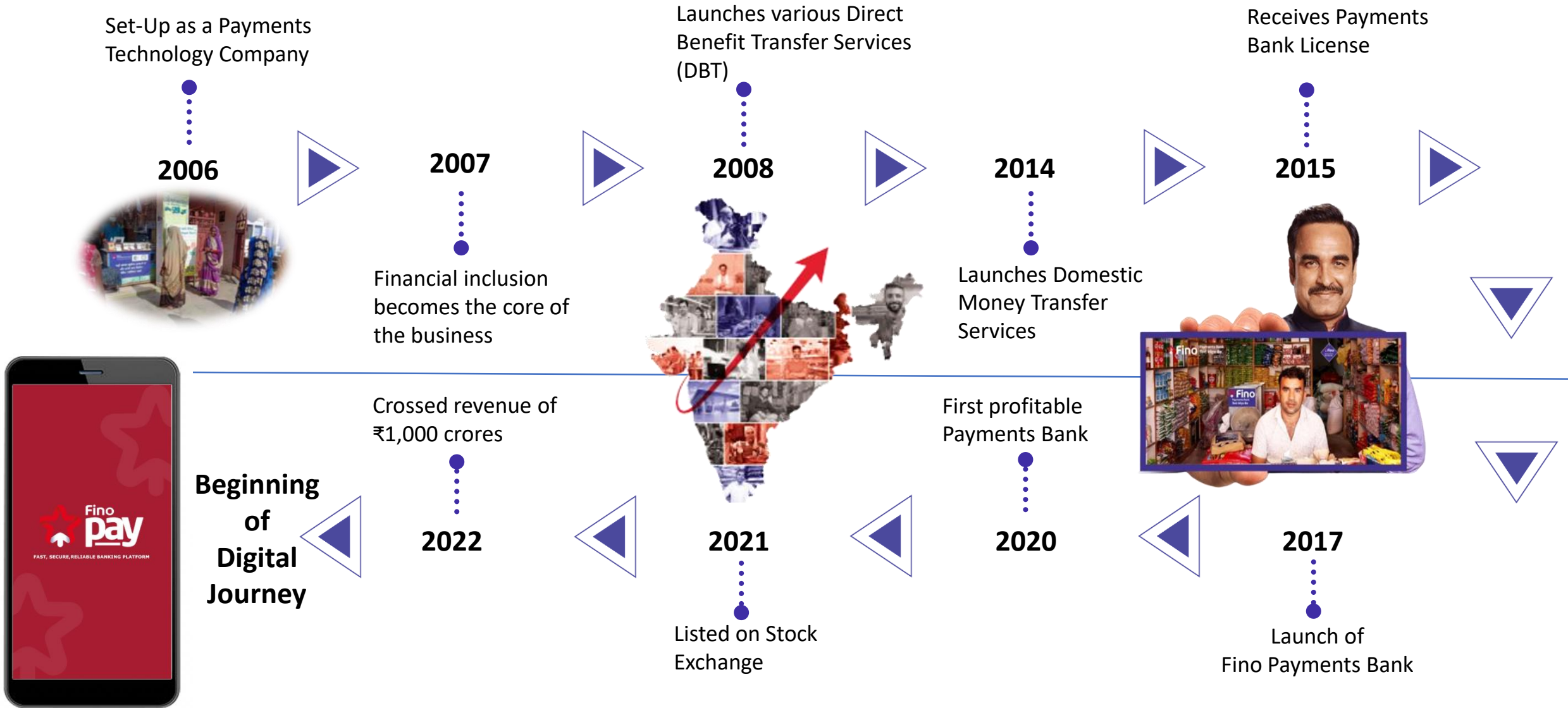
 **Fino** | Payments Bank  
फिनो पेमेंट्स बैंक



**FINO Matlab**

**#Fiकर noट**

# Journey So Far



## Phase I: Transaction

- Build Distribution Network: **Merchant base to 13.7 L**
- **Simple & convenient banking solutions**
- Innovate new products to meet evolving needs
- **Crossed total throughput of Rs. 2.5L crores**



Successfully Completed

## Phase II: Acquisition

- **2.5 L+ New CASA accounts** added every month in Q4'23
- **167% renewal growth in FY'23 (YoY), setting base for annuity income**
- Building on our **Digital Presence**
- **Transacting – “OFF US” to CASA customer – “ON US”**



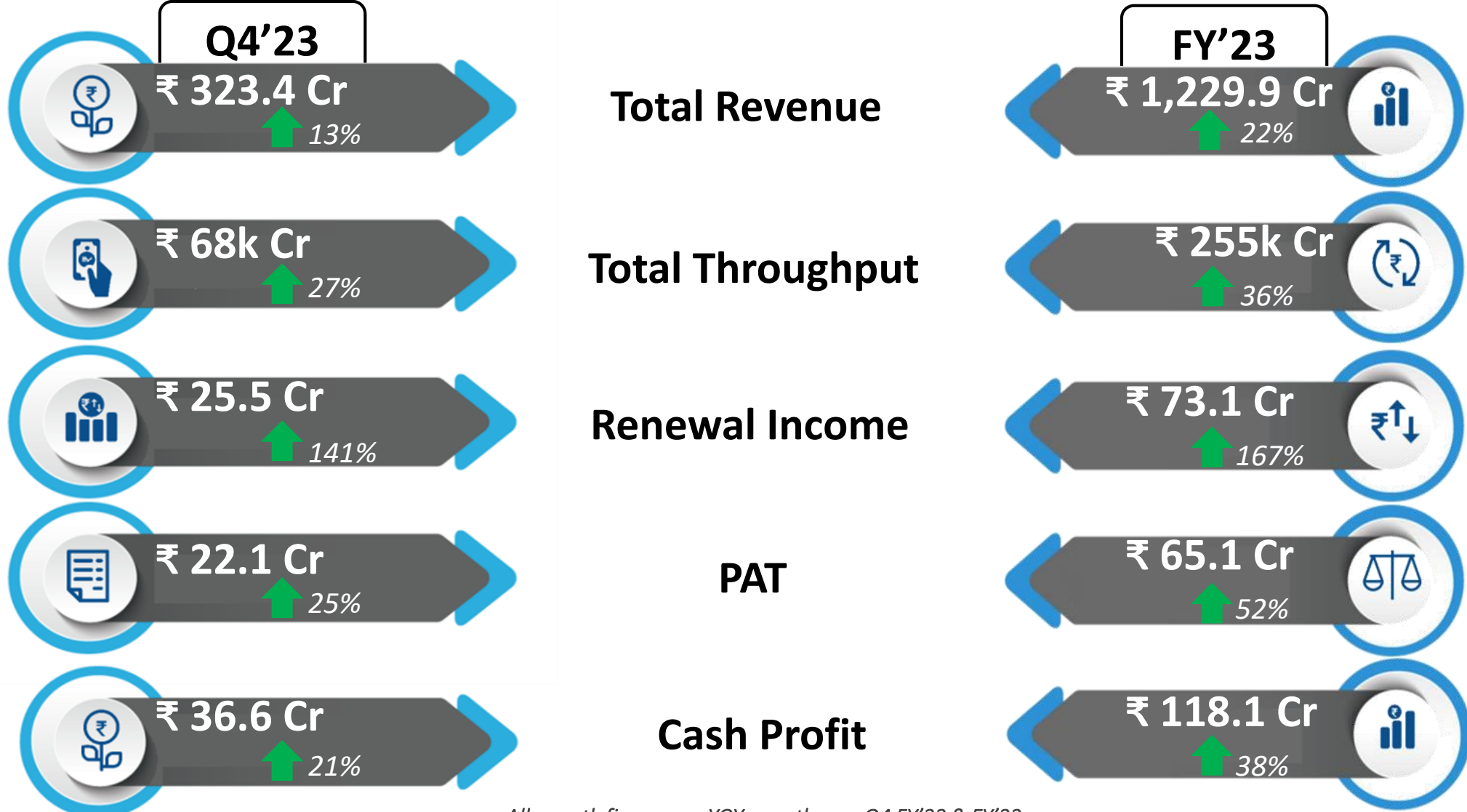
Current Stage : Gearing to Capture Future Growth

## Phase III: Monetization

- **Significant trust equity build:** Strong opportunity for cross sell
- Optimising analytical tools to identify target customers
- Build CASA Liability – setting base for future product
- **Fino 2.0+ :** Simplified digital solutions for customer friendly experience



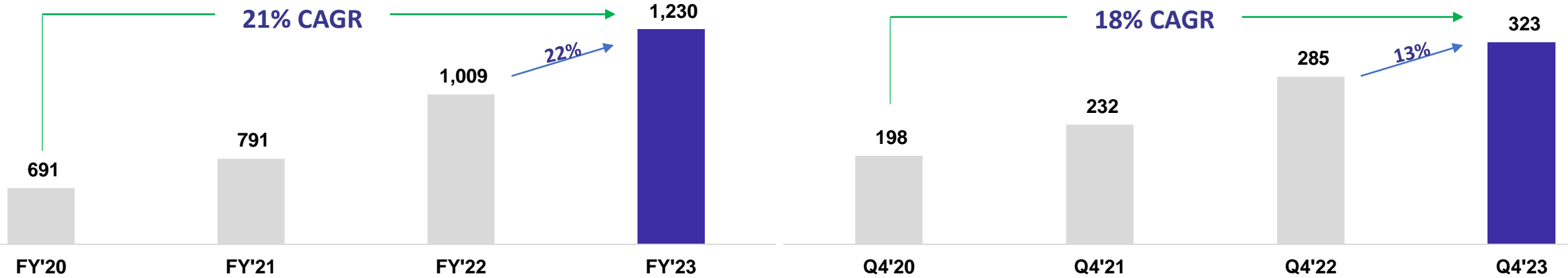
New Levers of Future Growth



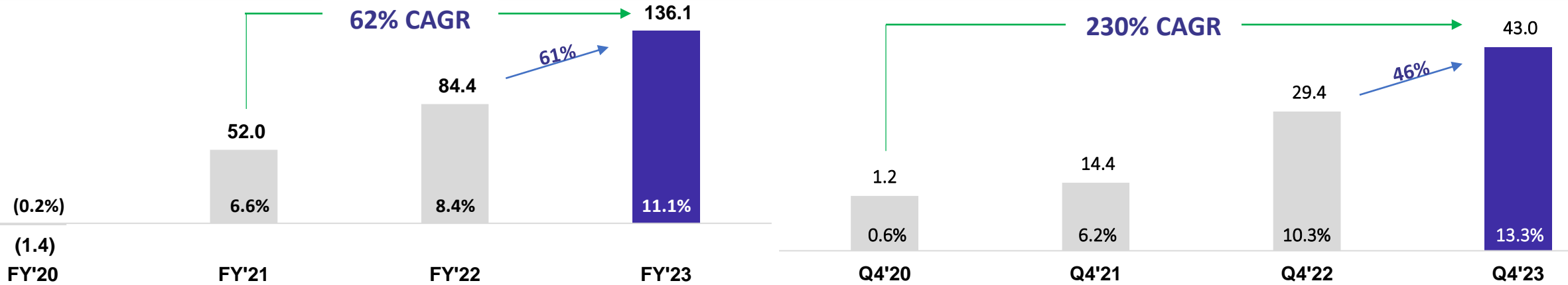
All growth figures are YOY growth over Q4 FY'22 & FY'22

# Revenue and EBITDA Growth

## Revenue (₹ Crs)



## EBITDA (₹ Crs)

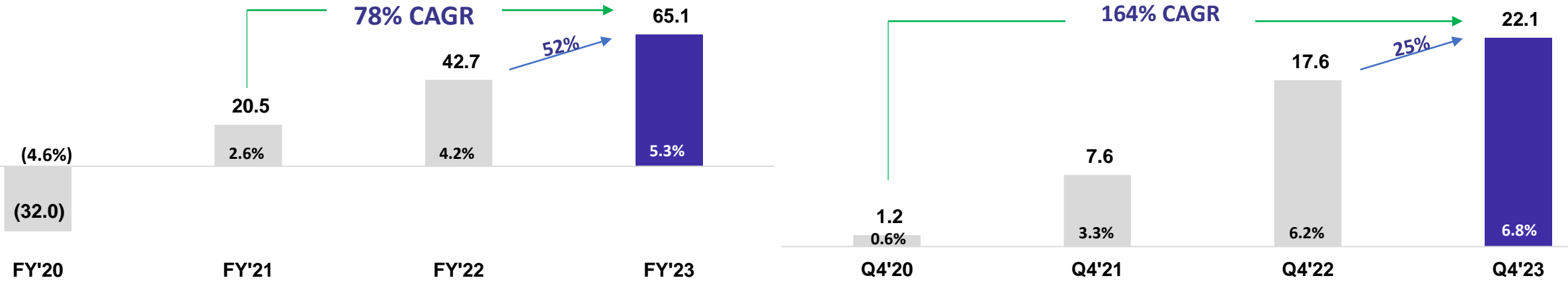


**Note :** EBITDA margins mentioned inside the bars of EBITDA charts | Numbers mentioned in between the bars shows YoY growth

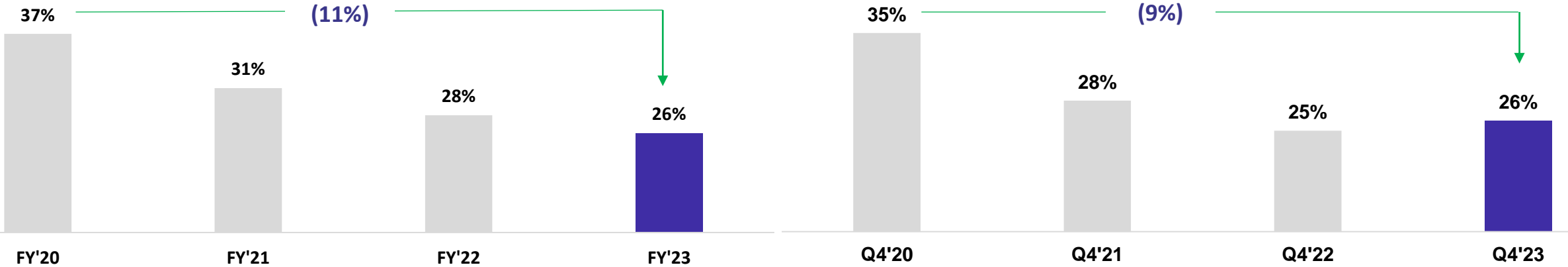


# PAT And Cost-Income Improvement

## PAT (₹ Crs)

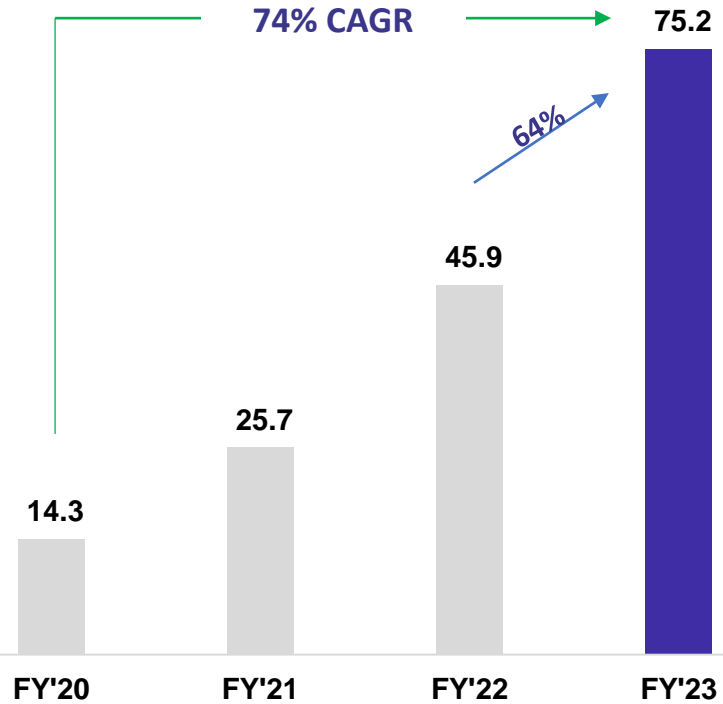


## Cost to Income (%)



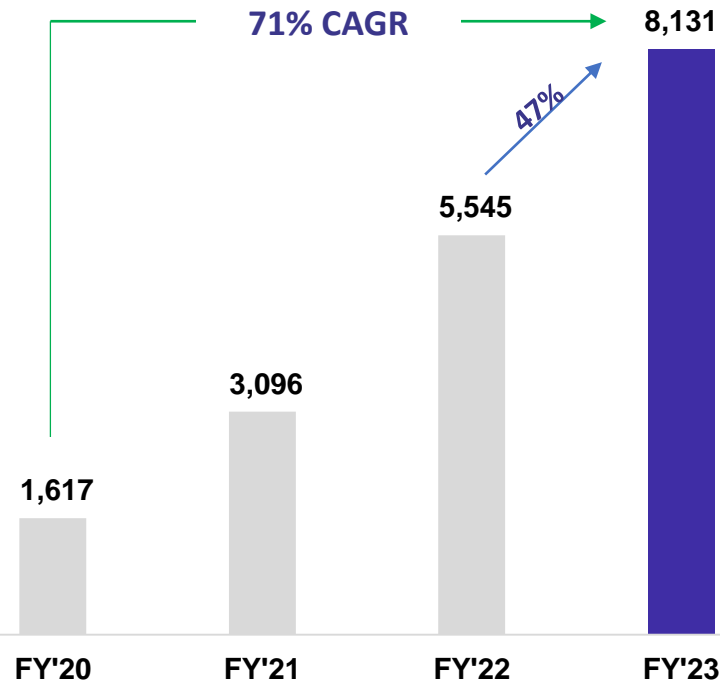
**Note :** PAT margins mentioned inside the bars of PAT charts | Numbers mentioned in between the bars shows YoY growth

### No. of CASA Accounts (in Lakhs)



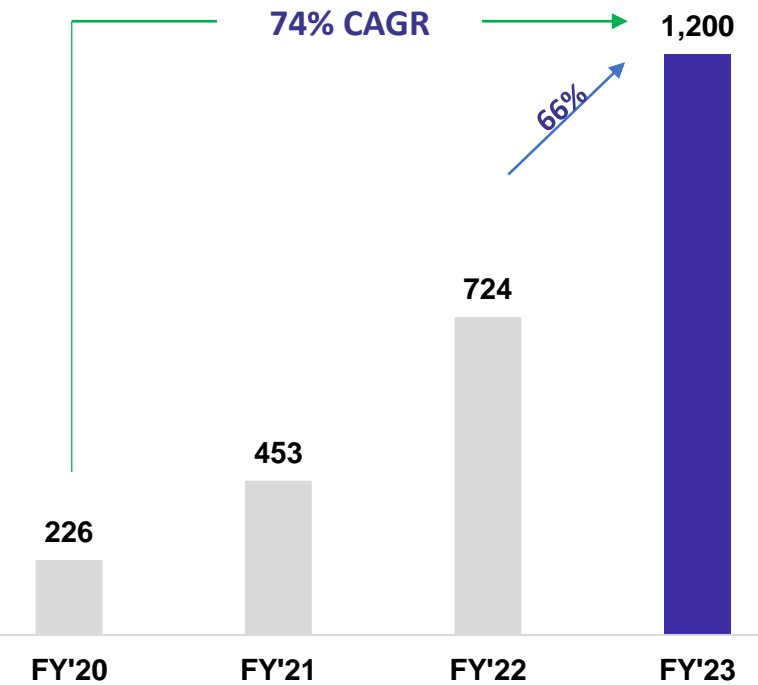
In FY'23, **new accounts opened** increased by **45% YoY**

### Accounts Opened per Day



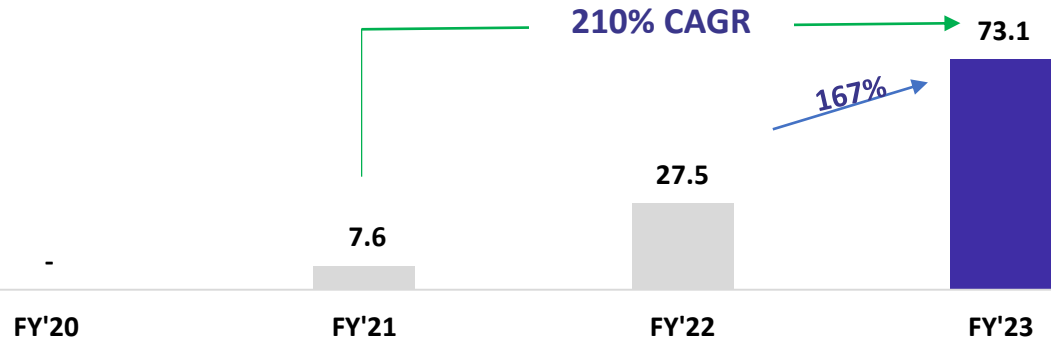
**One account** opened every **10 seconds** in FY'23

### Total Deposits (₹ Crs)

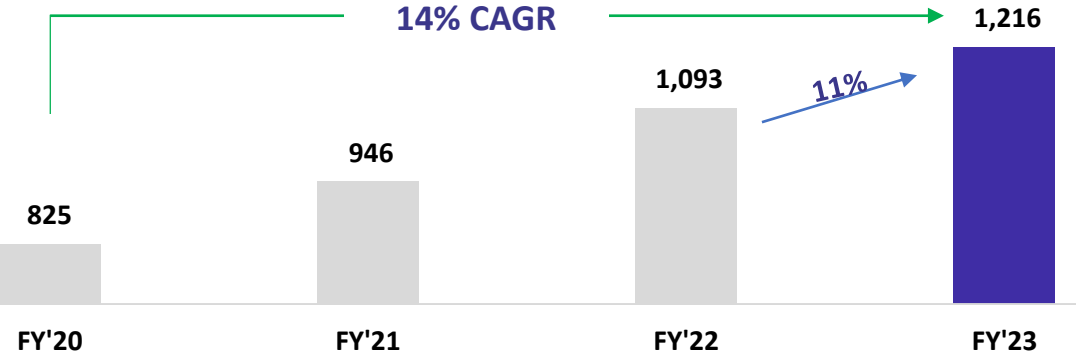


Deposit growth in line with CASA growth – demonstrating **active customer base**

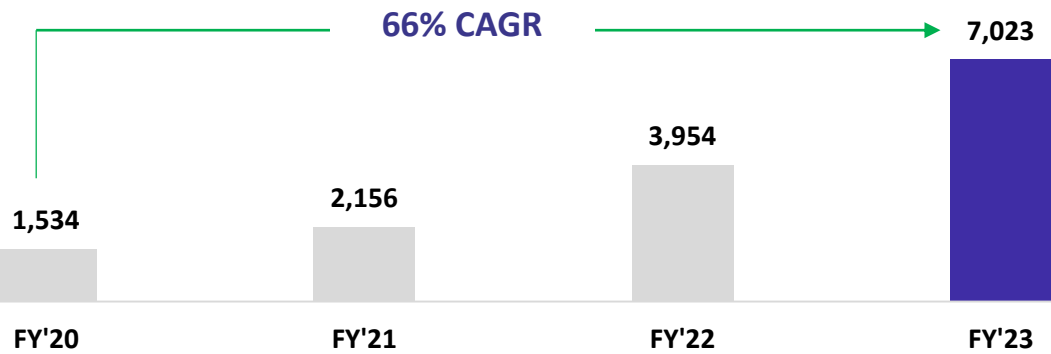
### Renewal Income (₹ Crs)



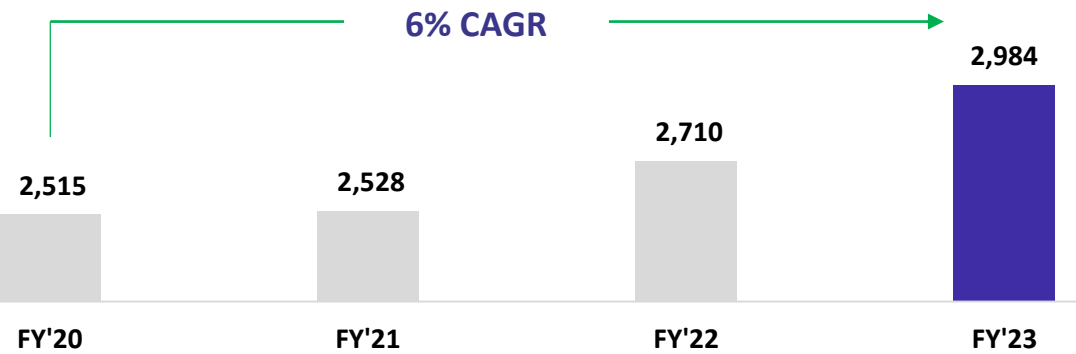
### CASA Average Balance (₹)



### Debit Card Spends (₹ Crs)



### Debit Card Spends Per Transaction (₹)

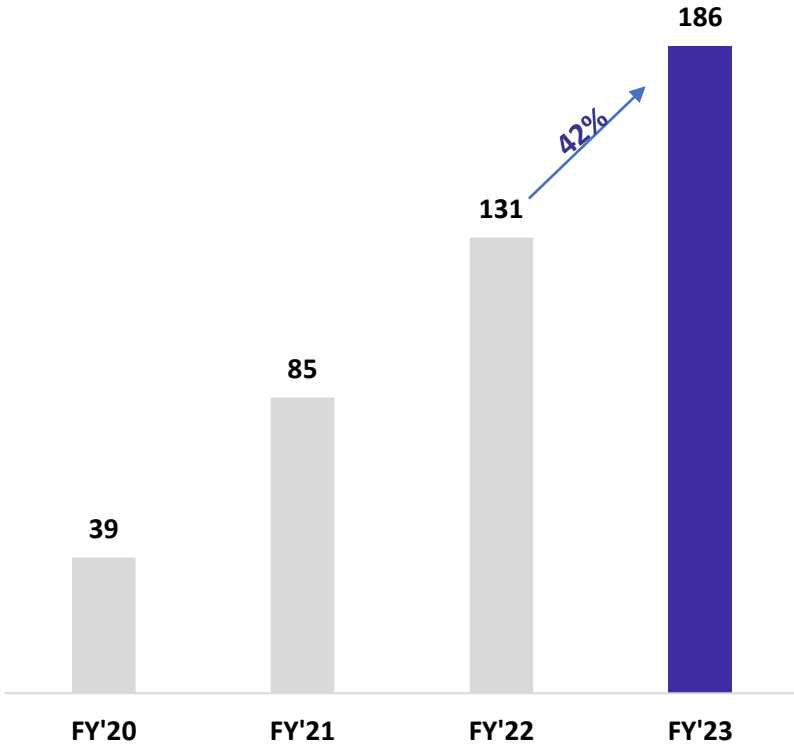


CASA Renewal revenue grew at **9.6X times** from FY'21 to FY'23

CASA average balance per accounts increased by **~1.5X times** from FY'20 to FY'23

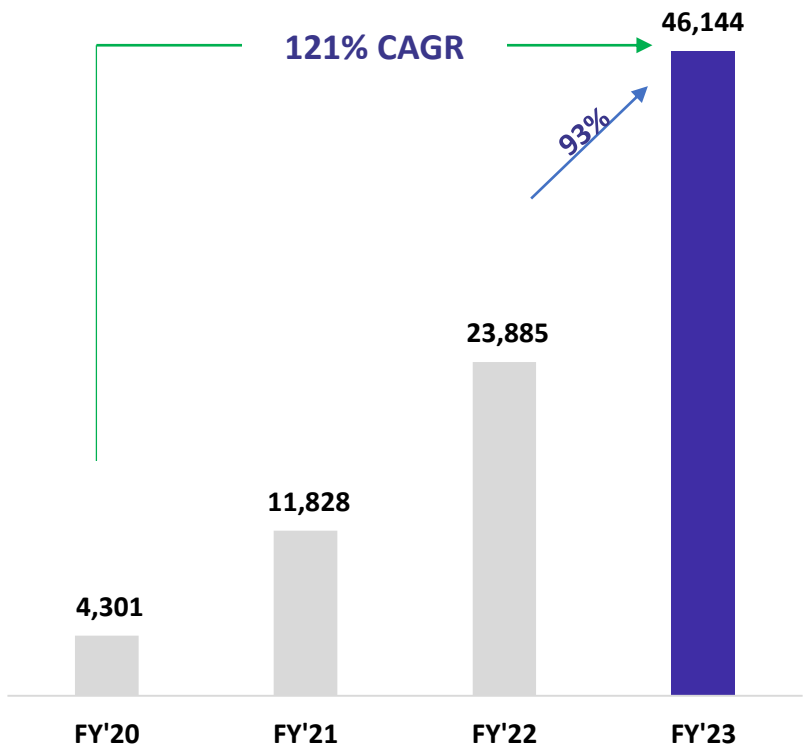
Debit cards spends increased by **10% (YoY)** in FY'23

### CMS Clients



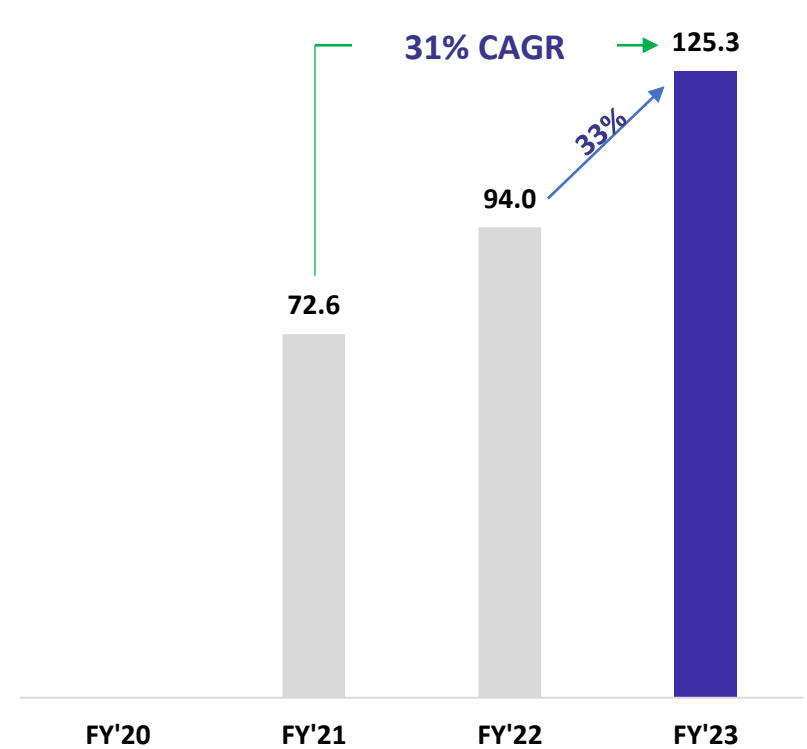
Diversified cliental to e-Commerce, retail, supply chain/ logistic partners

### Throughput in ₹ Crs



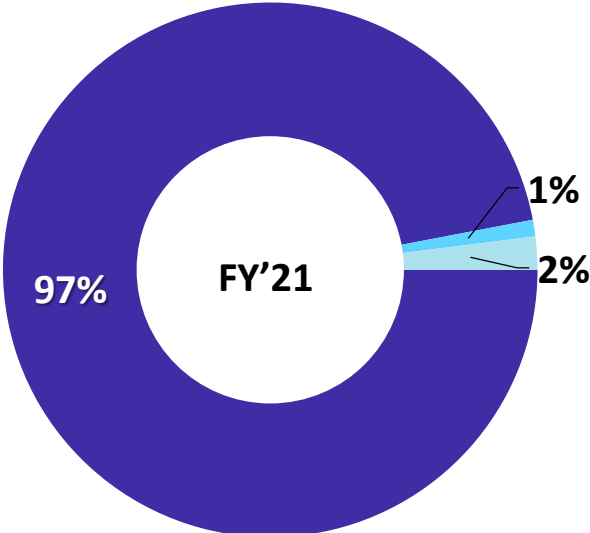
Consistently growing YOY over last 4 years – ability to optimize distribution network

### Avg Revenue per Txn in ₹

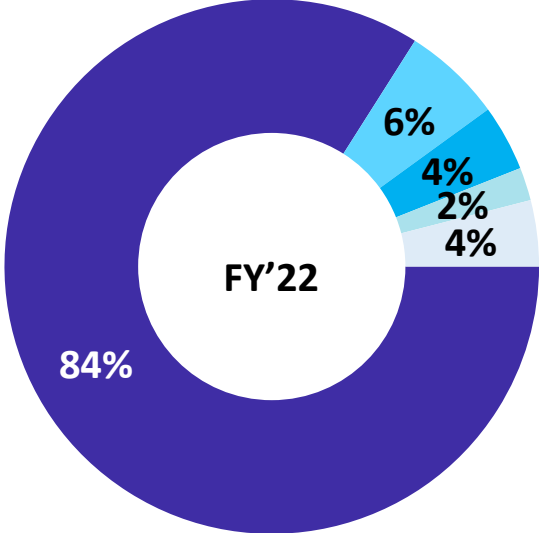


Absolute Net Revenue grew by 58% YoY from ₹26.4 Cr to ₹41.6 Cr in FY'23

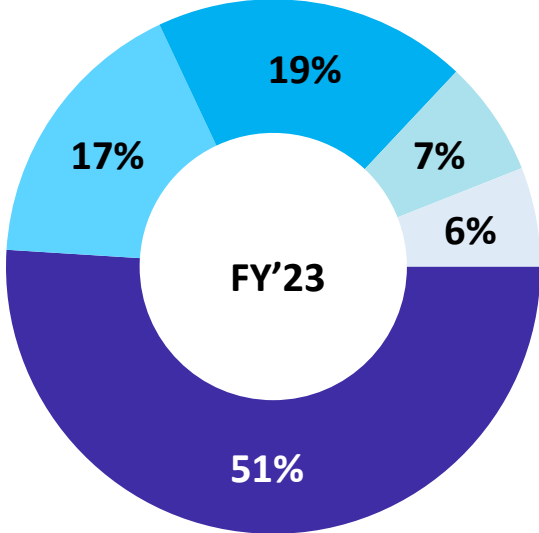
Accelerated growth path helped by aggressive partner on-boarding from various sectors



Total Throughput ₹11,828 cr



₹23,885 cr



₹46,144 cr

■ NBFC & MFI    ■ E-com (Logistic)    ■ CRA    ■ Retail    ■ Banks

No. of partners on CMS increased to 186 as on Mar'23 from 131 as on Mar'22

14 states with Average monthly throughput over ₹ 100 Cr+ in Q4'23 (8 states in Q4'22)



**40K Digital Accounts\*  
were opened in FY'23**



**5.7 lakh monthly  
average users on  
FinoPay, 360% growth  
over FY'22**



**75K Bill Pay and  
Recharge  
transactions in  
Mar'23**



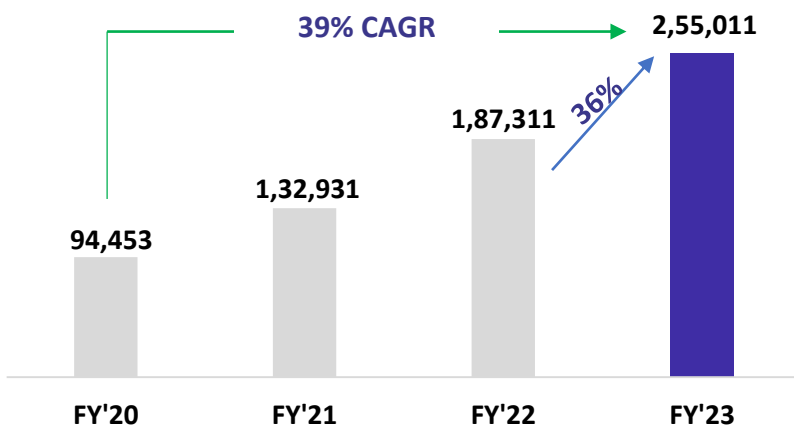
**8.1 Cr UPI  
transactions in  
Mar'23 –  
Contributing 1% of  
Issuing Bank  
Ecosystem**



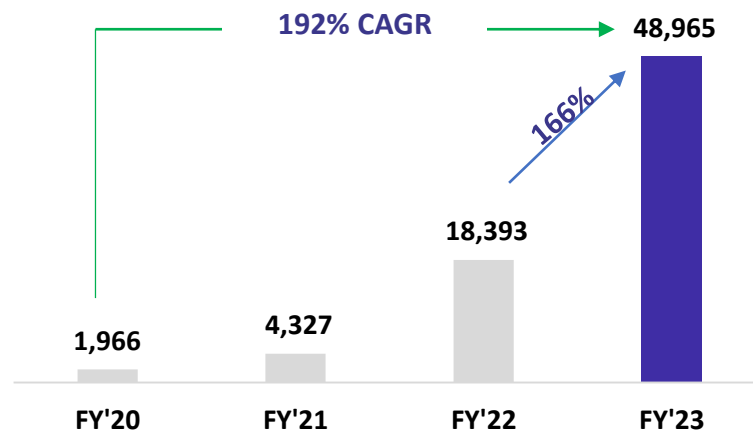
**23.9 lakh unique  
UPI users  
monthly in  
Mar'23**

*\* Digi SA launched in December 2022*

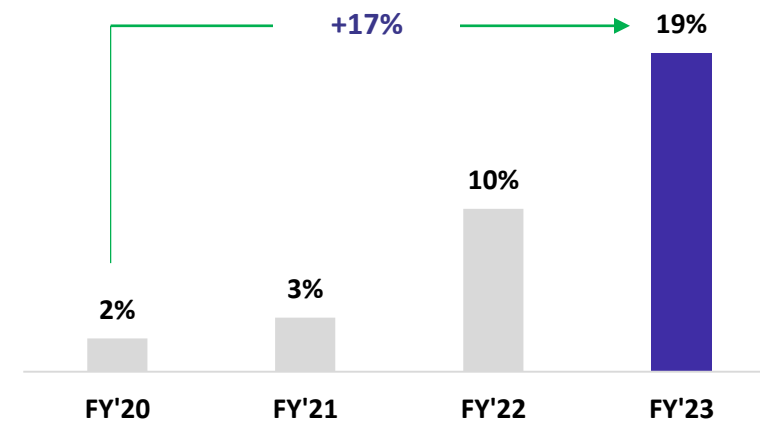
### Total Throughput (₹ Crs)



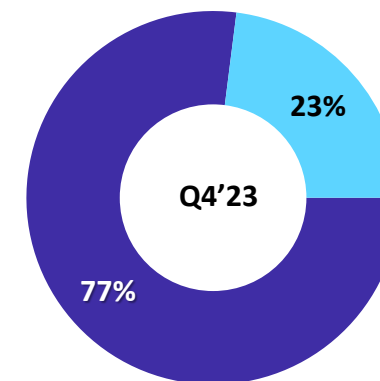
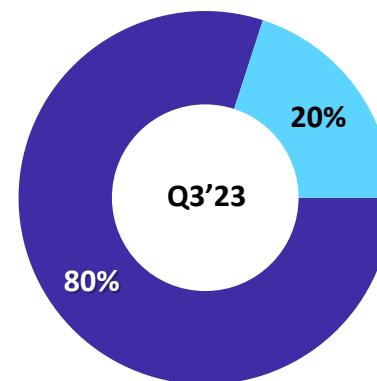
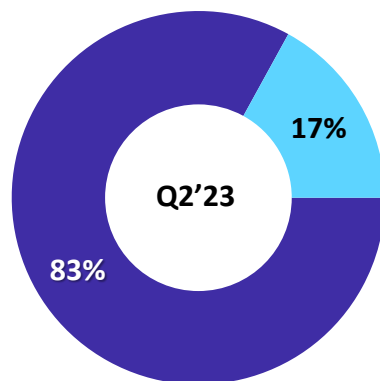
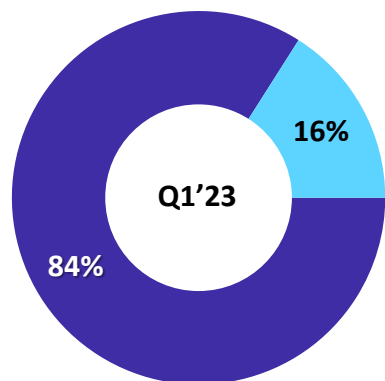
### Digital Throughput (₹ Crs)



### Digital Throughput as a % of Total Throughput

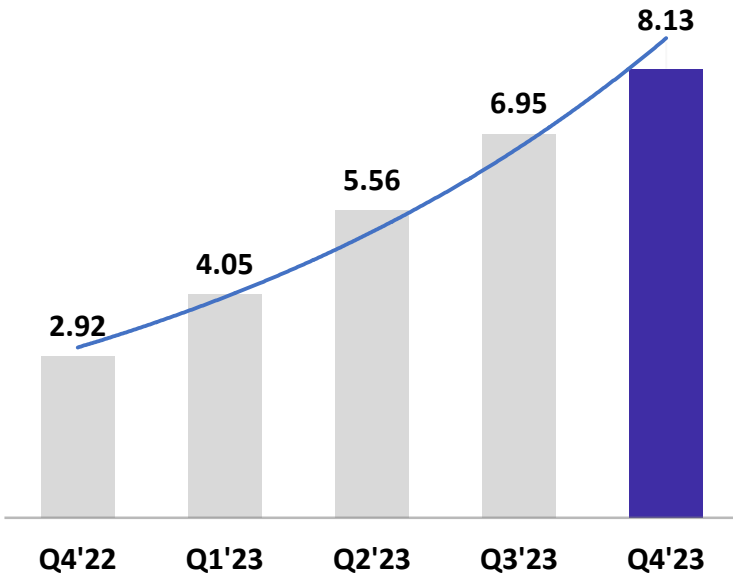


## Digital Throughput Continues to Gain Traction and Grows in Strength

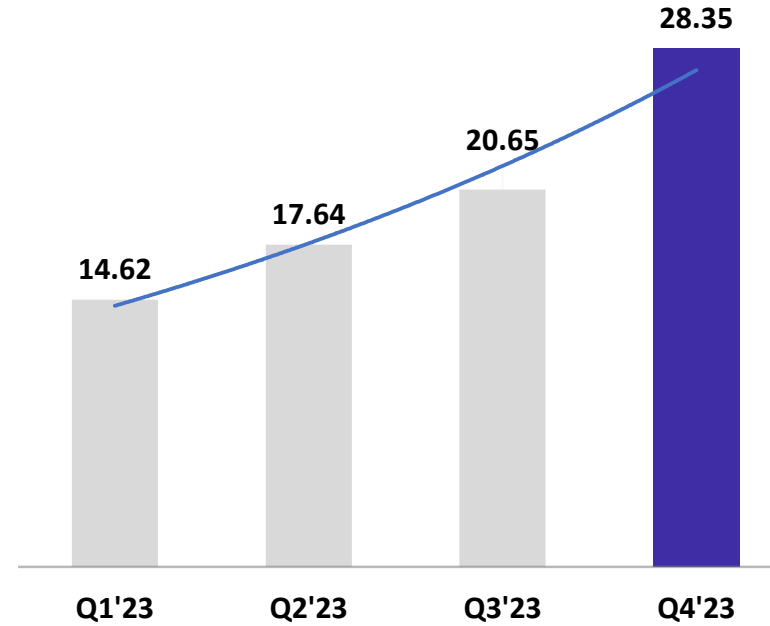


■ Physical    ■ Digital

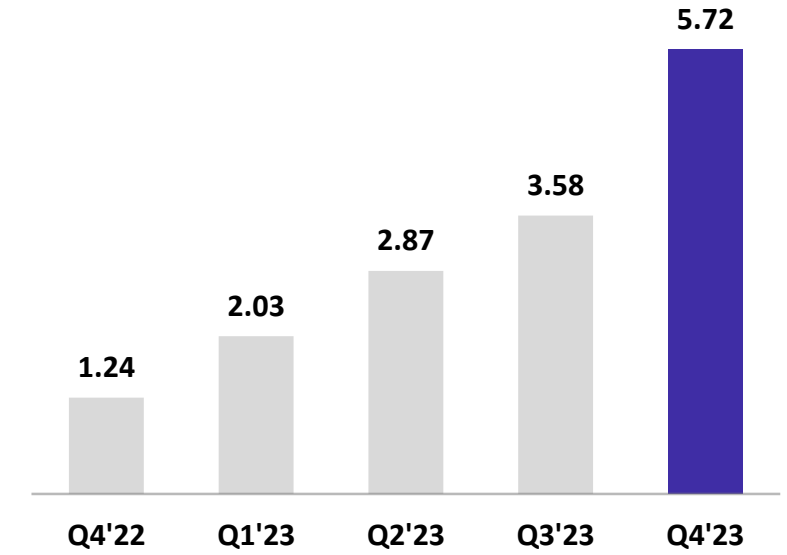
Count of transactions\*  
(in Crs)



Unique users\*  
(in Lakhs)



Active monthly users on FinoPay  
(in Lakhs)



- UPI and Mobile Banking continue to be an integral part of the digital offering by the bank
- Continuously focusing on building new capabilities on our UPI and Mobile Banking offering so as to tap the tier 1 & 2 cities
- Open banking partnerships would be our prime focus for revenue generation and additional acquisition in different segment

\* Quarter end exit numbers



## Renewal Rate for “Shubh Savings Accounts” our Flagship Product\*

### Non- UPI Customers



Renewal Rate  
**68%**

Avg. Balance  
**₹1,509**

### UPI Customers



Renewal Rate  
**80%+**

Avg. Balance  
**₹1,821**

*Note: Above is based on the data analysis for 12 month data for Shubh variant Savings Account customers*

## Customer Acquisition



Increasing physical and digital presence;  
Target to reach higher customer base

## Customer Stickiness



Enhancing customer activeness and continuous growth of renewal income

## Enhancing Merchant Network



New merchant onboarding and geographical penetration South & East

## Enabling New Partnerships



Increase digital footprint; engagement through new Fintech and B2B partnerships

# Base Set for a Strong Growth Trajectory

Our Ambition	Units	FY'23	FY'26 Target
Average CASA Balance	₹	1,216	~2,000
Customers	million	7.5	~20.0
Total Deposits	₹	1,200	~3,500
Merchant Base	million	1.4	~2.0
Digital Throughput	₹ Crores	48,965	~2,00,000
Total Throughput	₹ Crores	2,55,011	~5,00,000

Setting base for FINO 2.0 +

**Revenue Growth  
CAGR of 20%+**

**EBITDA Margin – 15%+**

**PAT Margin – 10%**

**ROE – 20%+**

# Q4'23 / FY'23 Financial Performance

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परंपरा, प्रतिष्ठा और अनुशासन ।  
ये है **FINO Point** के तीन स्तंभ ॥

# Profit & Loss – Highest Profitable Quarter Q4'23

Particulars (₹ Crs)	Q4'23	Q3'23	Q4'22	QoQ (%)	YoY (%)	FY'23	FY'22	YoY (%)
Revenue	323.4	314.1	285.3	3.0%	13.4%	1,229.9	1,008.9	21.9%
Product Cost	217.7	213.3	195.8	2.1%	11.2%	841.9	680.9	23.6%
Net Revenue	105.8	100.8	89.5	4.9%	18.2%	388.0	327.9	18.3%
Operating Cost	62.7	61.9	60.1	1.3%	4.4%	251.9	243.5	3.4%
EBITDA	43.0	38.9	29.4	10.5%	46.3%	136.1	84.4	61.3%
Other Fin. Cost & Depreciation	20.9	19.8	11.8	5.6%	77.5%	71.0	41.6	70.5%
PAT	22.1	19.1	17.6	15.7%	25.4%	65.1	42.7	52.3%
<i>EBITDA Margins</i>	13.3%	12.4%	10.3%	0.9%	3.0%	11.1%	8.4%	2.7%
<i>PAT Margins</i>	6.8%	6.1%	6.2%	0.7%	0.6%	5.3%	4.2%	1.1%
<i>Cost to Income</i>	25.9%	26.0%	25.2%	0.1%	-0.7%	26.3%	28.3%	2.0%

# Q4'23 Key Business Highlights



Revenue

₹ 323.4 Crs

↑ 13.4% YoY



EBITDA

₹ 43.0 Crs

↑ 46.3% YoY



PAT

₹ 22.1 Crs

↑ 25.4% YoY



RoE

16.7%\*

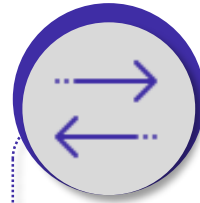
↑ +190 bps (YoY)



Txn. On Fino Platform

34.9 Crs

↑ 63.2% YoY



Total Throughput

₹ 67.7k Crs

↑ 27.2% YoY



Number of Merchants

13.7 Lakhs

↑ 33.8% YoY



Accounts Opened

8.3 Lakhs

↑ 23.7% YoY

\*Annualised basis Q4'23



**Revenue**

**₹ 1,229.9 Crs**

**↑ 21.9% YoY**



**EBITDA**

**₹ 136.1 Crs**

**↑ 61.3% YoY**



**PAT**

**₹ 65.1 Crs**

**↑ 52.3% YoY**



**RoE**

**12.8%\***

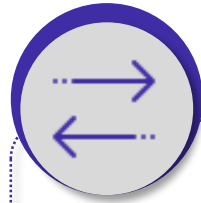
**↓ -84 bps YoY**



**Txn. On Fino Platform**

**120.7 Crs**

**↑ 79.2% YoY**



**Total Throughput**

**₹ 2.55L Crs**

**↑ 36.1% YoY**



**Number of Merchants**

**13.7 Lakhs**

**↑ 33.8% YoY**



**Accounts Opened**

**29.7 Lakhs**

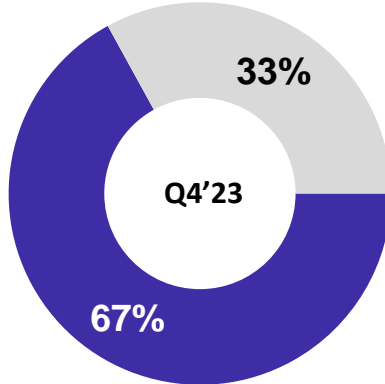
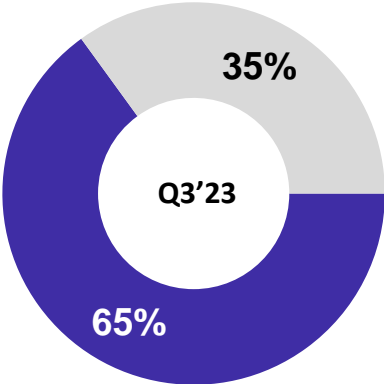
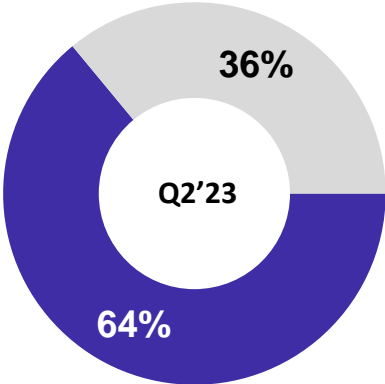
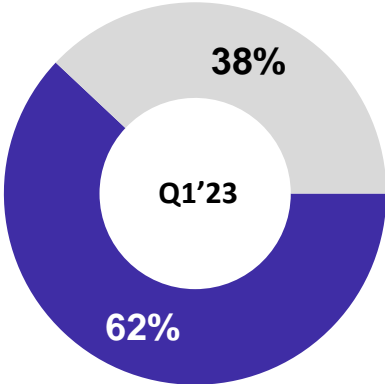
**↑ 45.0% YoY**

\* Primary Capital Raised in FY'22 of Rs. 300 Crs.

# Revenue Mix Across Parameters QoQ

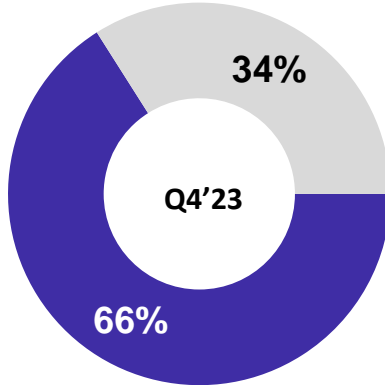
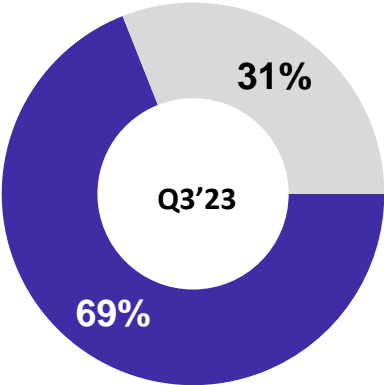
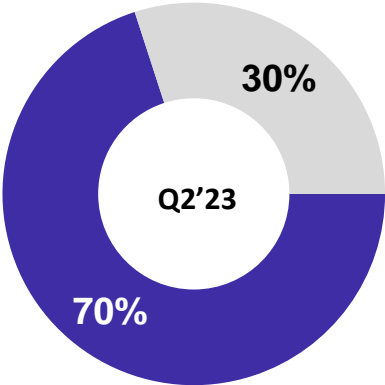
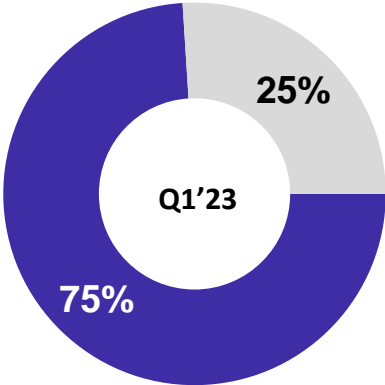
■ Own Banking   ■ Open Banking

Own and Open Banking Channel



Transaction And Subscription & others

■ Transaction Income   ■ Subscription & Others



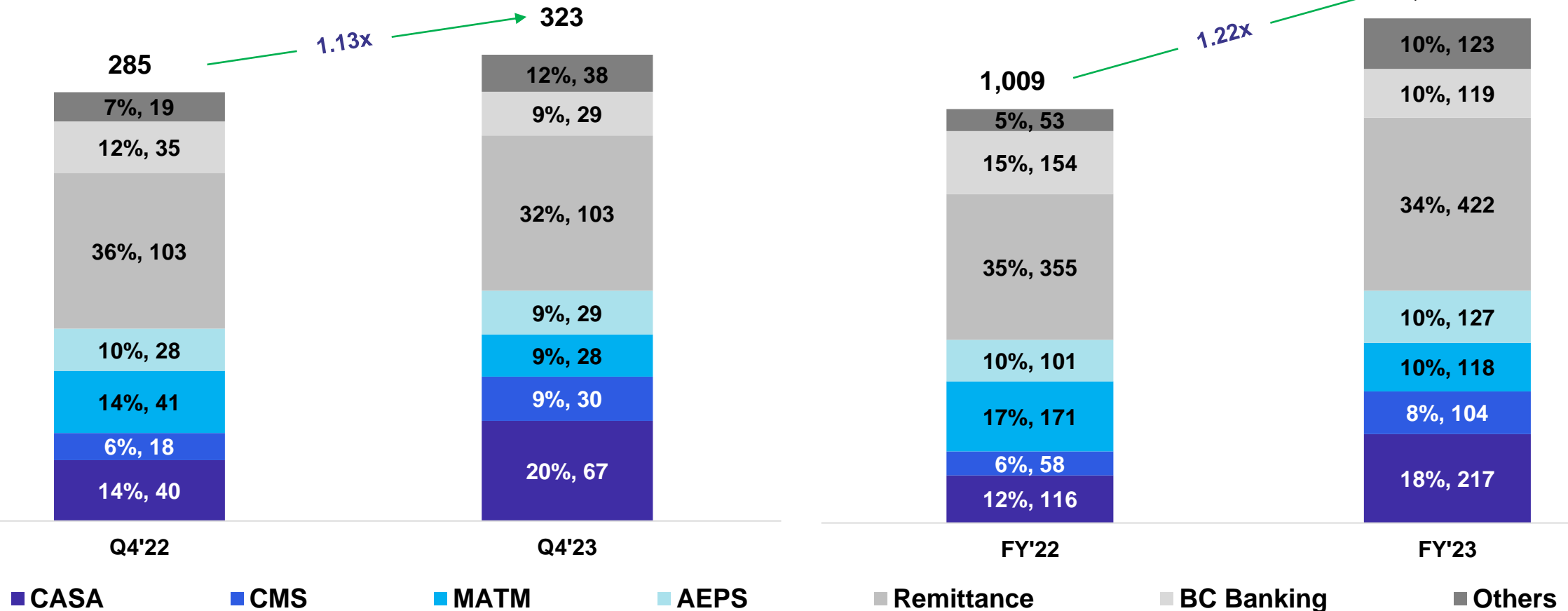


# Product Revenue Mix : Q4'23 & FY'23

( in ₹ Crores )

## Q4'22 v/s Q4'23

## FY'22 v/s FY'23



High margin products growing continuously

Product	Q4'23 Revenue (₹ Crs); YoY Growth	Q4'23 Margins	Drivers	FY'23 Revenue (₹ Crs); YoY Growth	FY'23 Margins
CASA	67 64%	59%	High growth high margin; customer ownership; path to annuity	217 87%	58%
CMS	30 64%	40%	High growth high margin business	104 79%	40%
DMT	103 (0.1%)	5%	Hook product	422 19%	5%
Micro ATM + AEPS	57 (18%)	38%	Cash withdrawal business is the key to attract customer footfalls pan-India.	246 (10%)	38%
BC Banking	29 (16%)	29%	Mature institutional business that has been our core since our inception.	119 (23%)	32%

PAT for Q4'23 at

## ₹ 22.1 Cr

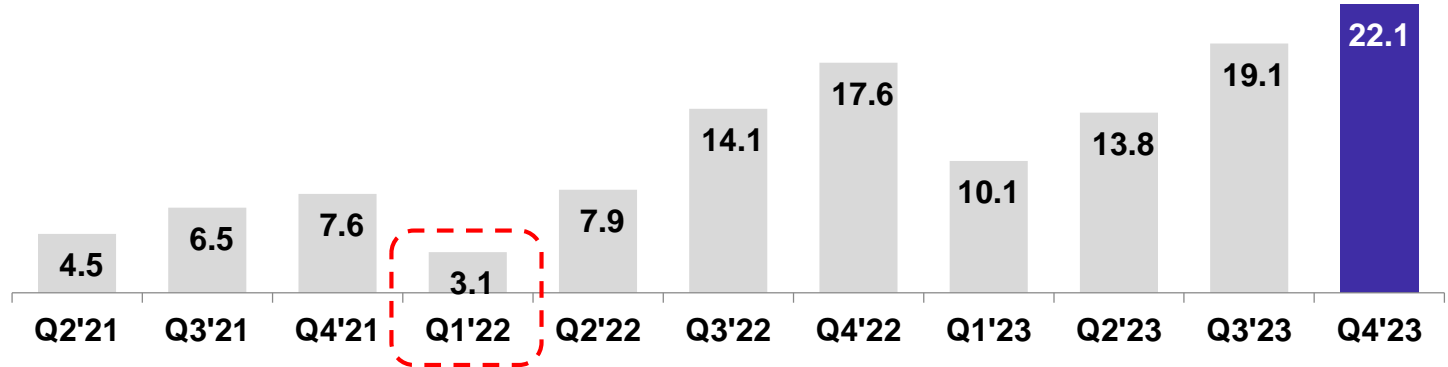


25% growth over Q4'22

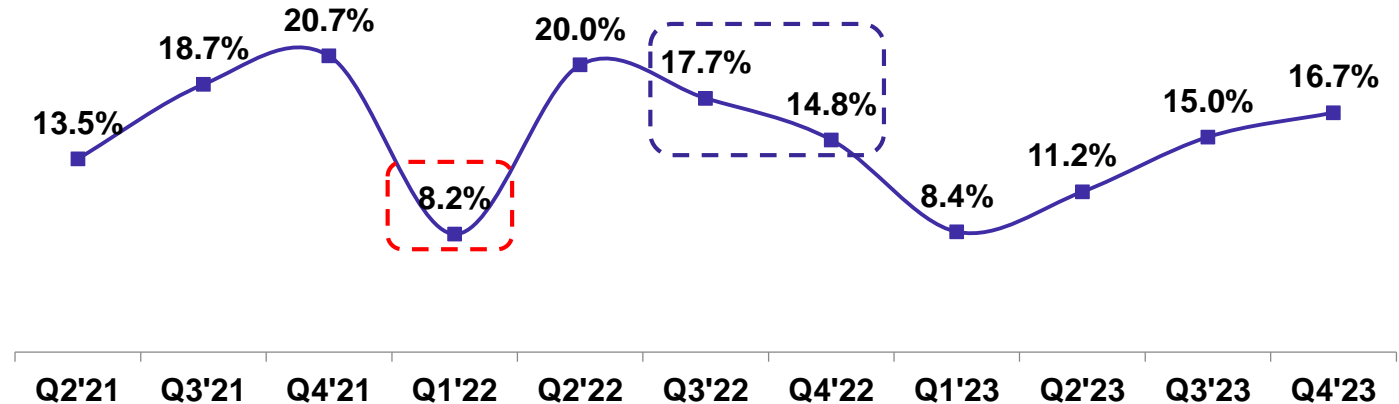
Annualized ROE of Q4'23

## 16.7 %

### Profit After Tax



### Return on Equity



Covid impacted quarter

Primary equity raised quarter

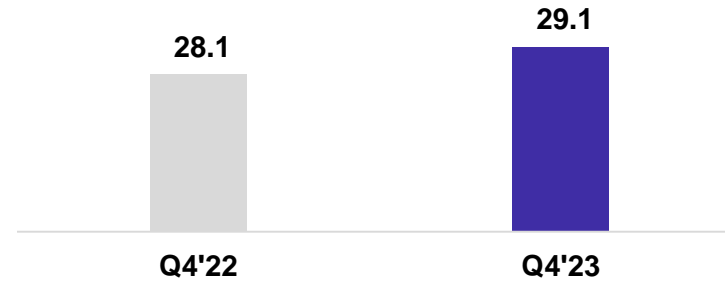
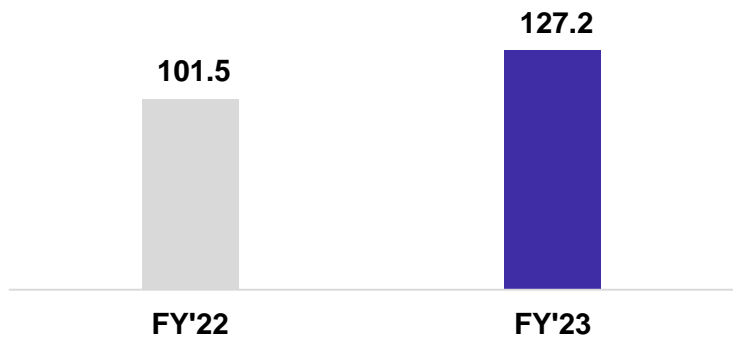
# Product Performance Trends

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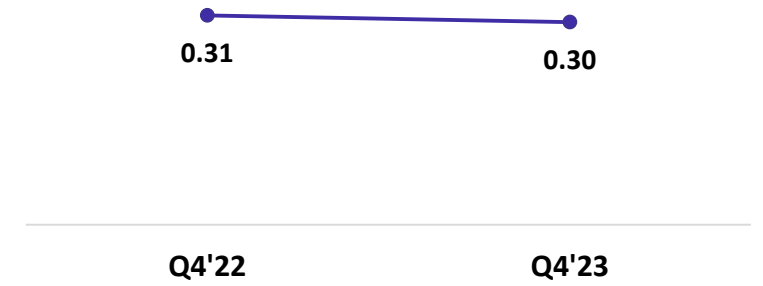


**FINO platform pe**  
**#आइए\_तो\_सही**

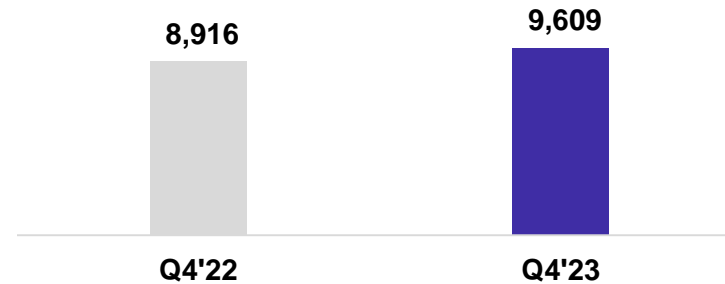
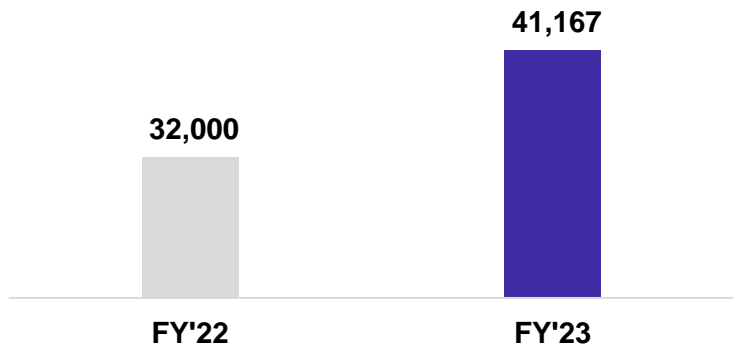
## Revenue (₹ Crs)



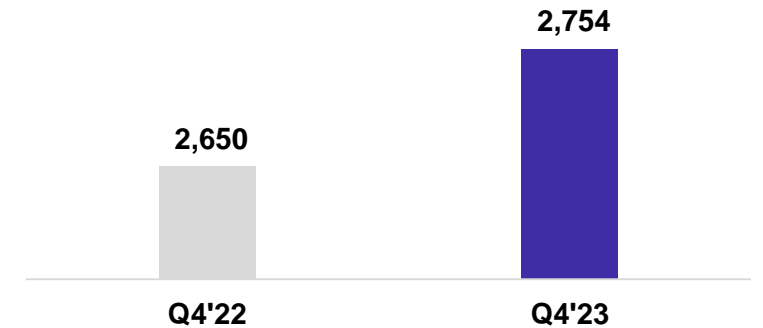
## Take Rate



## Throughput (₹ Crs)



## Average Ticket Size (₹)



AEPS **maintaining growth** in a faster growing market in the cash withdrawal space

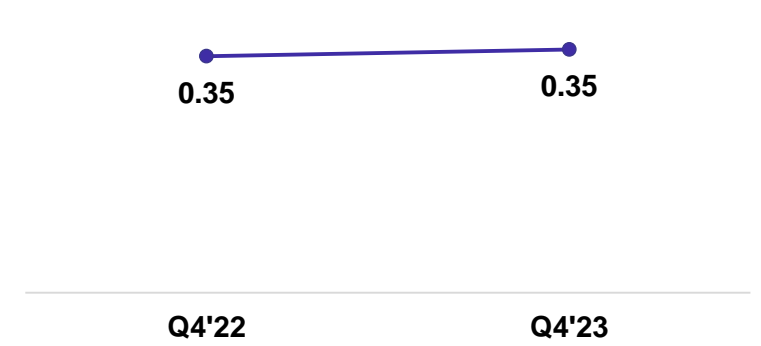
The AEPS industry grew by 0.3% YoY in Q4'23 wherein the throughput of Fino ecosystem grew by **8% YoY**

Transaction count of AEPS grew by **28% YoY** in FY'23

### Revenue (₹ Crs)



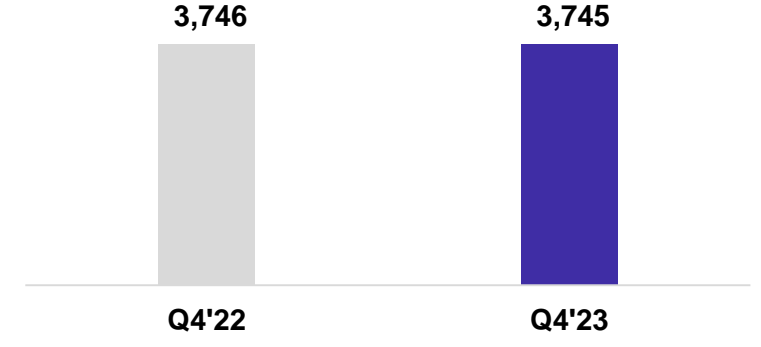
### Take Rate



### Throughput (₹ Crs)



### Average Ticket Size (₹)



Continue to be the dominant player in the Industry - Cumulative market share of Top 5 players at 80% as of March'31

Conversion from Transacting (OFF US) to CASA (ON US) customer

UPI penetration replacing the traditional cash withdrawal business

### Revenue (₹ Crs)



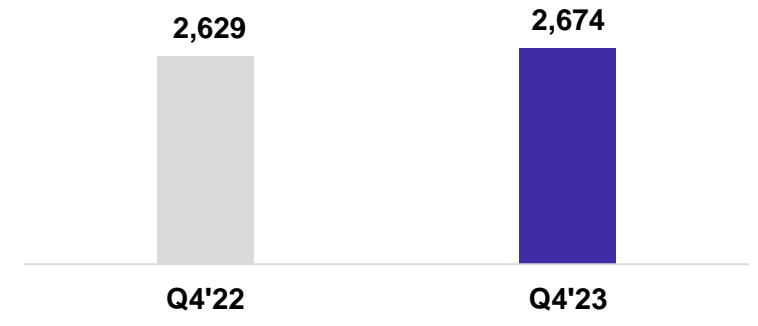
### Take Rate



### Throughput (₹ Crs)



### Average Ticket Size (₹)

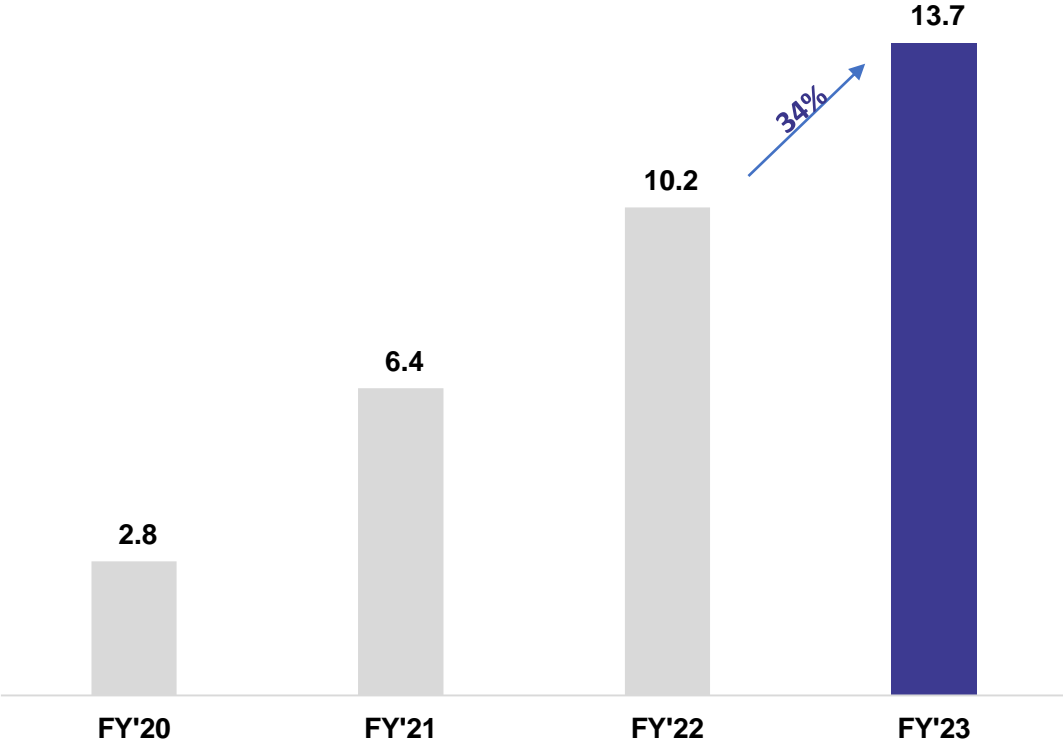


One of the **pioneers in the remittance industry**, Fino is still a market leader today.

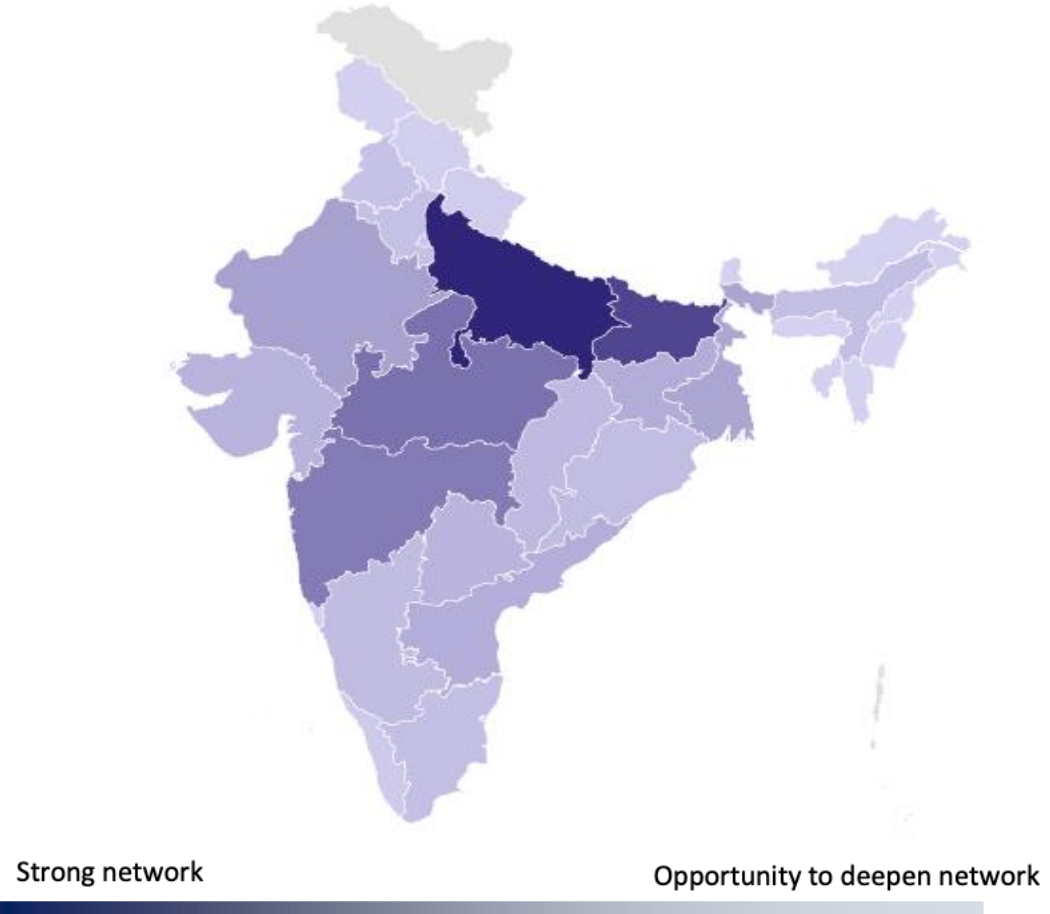
Transaction count grew by **23% YoY** in FY'23 – no. of customers visiting FINO point increasing

**Revenue grew by 19%** in FY'23 (YoY) and take rate remains stable vs FY'22.

**Total Merchants**  
(in lakhs)



**Merchant Count Heat-map**





# Fino's Business Model

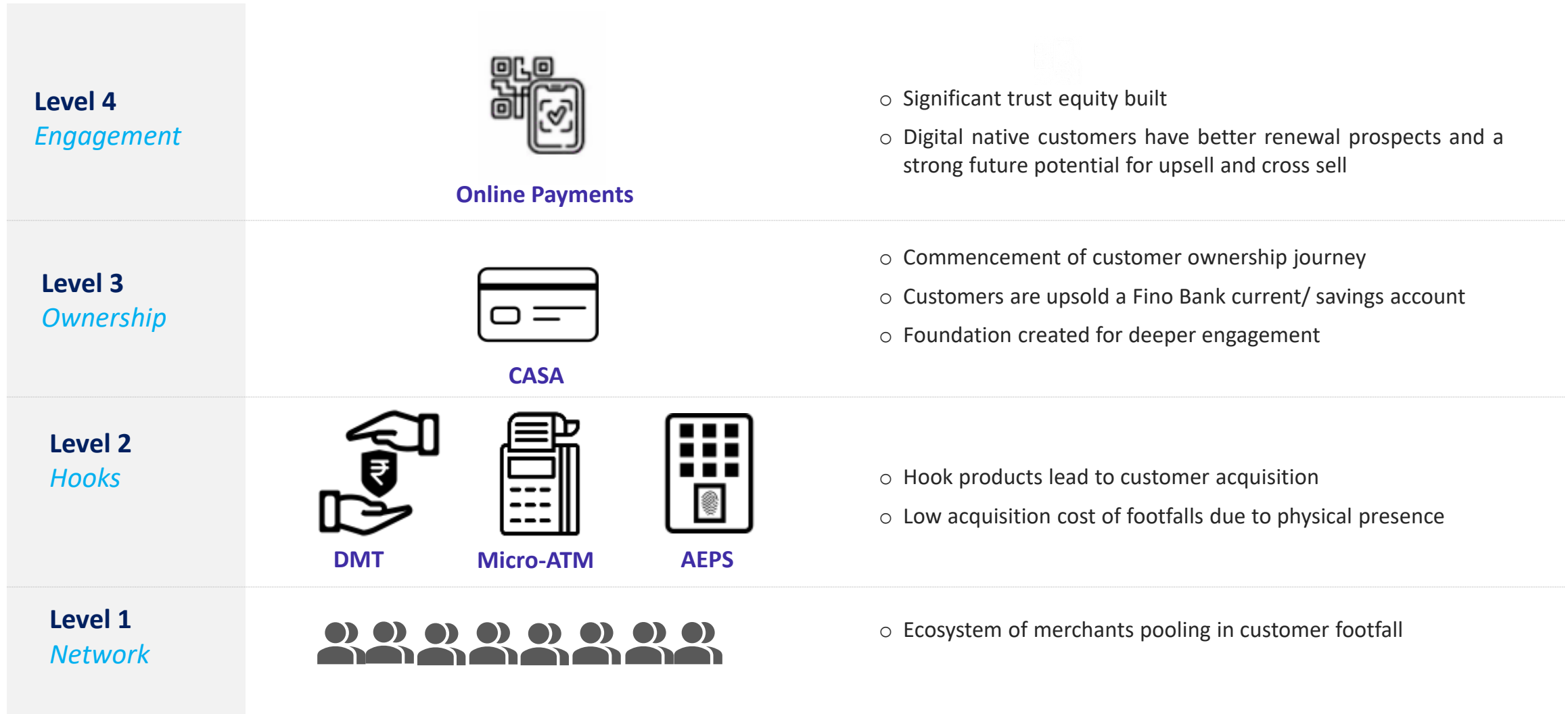
 **Fino** | Payments Bank  
फिनो पेमेंट्स बैंक



Banking On The **Go!**

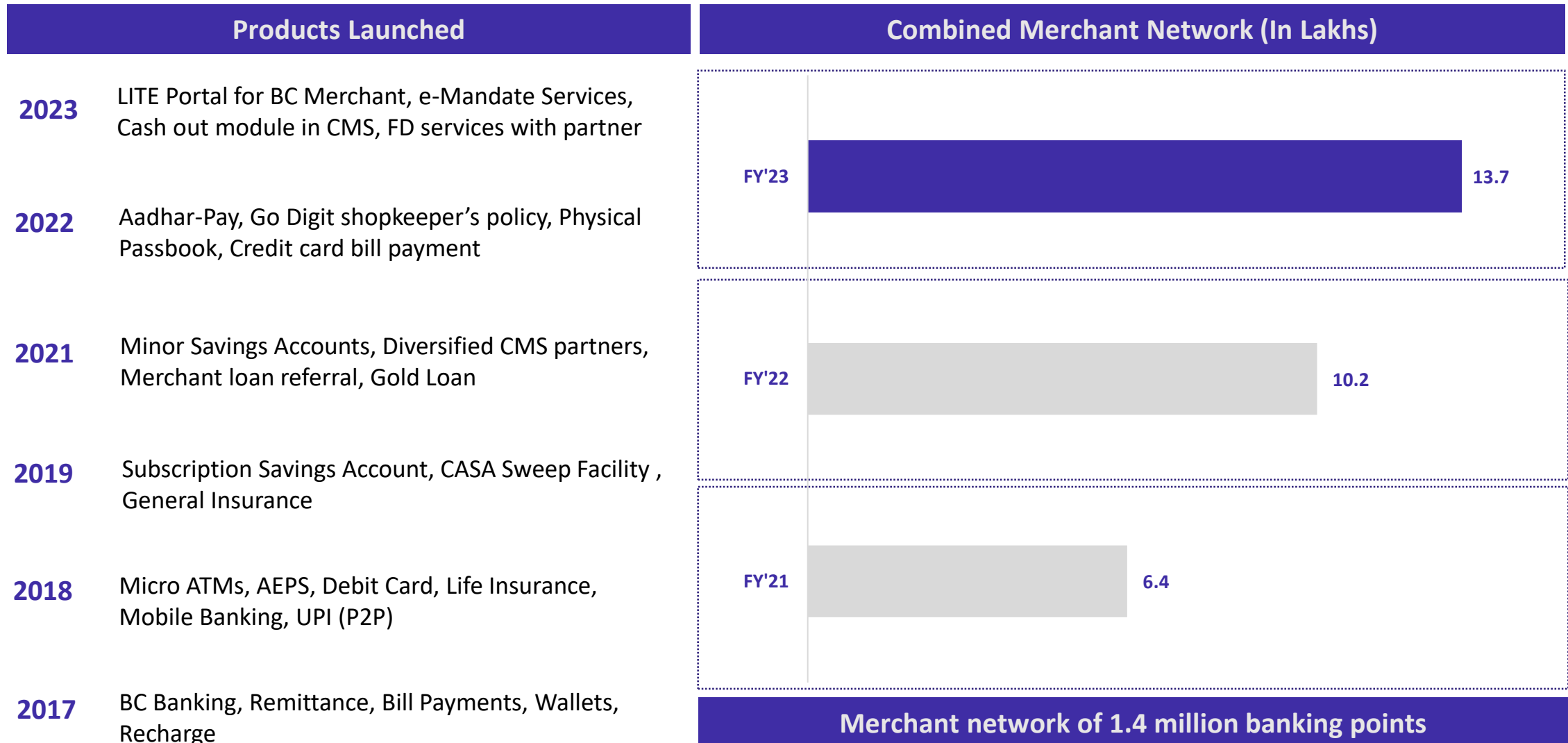
# Business Model of Fino Payments Bank

Moving Customers up the Fintech Value Chain



# Strong Progress Over Last 6 Years

Momentum Continues



# Annexure

## Understanding Fino's Product

 **Fino** | Payments Bank  
फिनो पेमेंट्स बैंक



**#FikarNot**

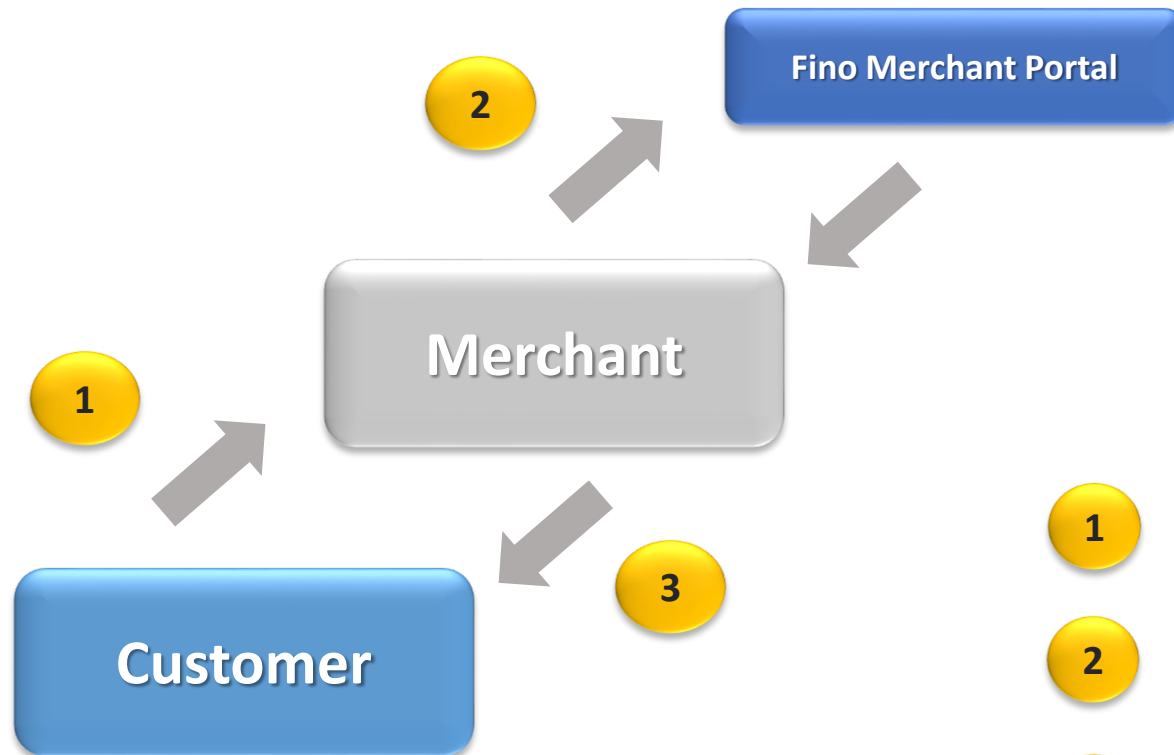
## Defining the problem statement, customer segment, potential and market size opportunity

- Use Case:** A bank branch in tier 3 and below city is generally very crowded and is far away. It is also open during limited banking hours on weekdays. Through Fino Bank, the idea here is to provide a bank account at the doorstep of the customer
- Customer Segment:** Typically Emerging India customers who wish to have a bank account with features like those of regular banks but at a fraction of the cost and at a much greater convenience
- Potential:** Branch penetration in India is low. Due to high fixed costs of operating a branch, banks are averse to expand the network. To bring more Indians into the banking ecosystem, asset light and scalable network through merchant points is critical

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## Understanding the process flow of an account opening



## Revenue source

### Subscription Fee charged to Customer

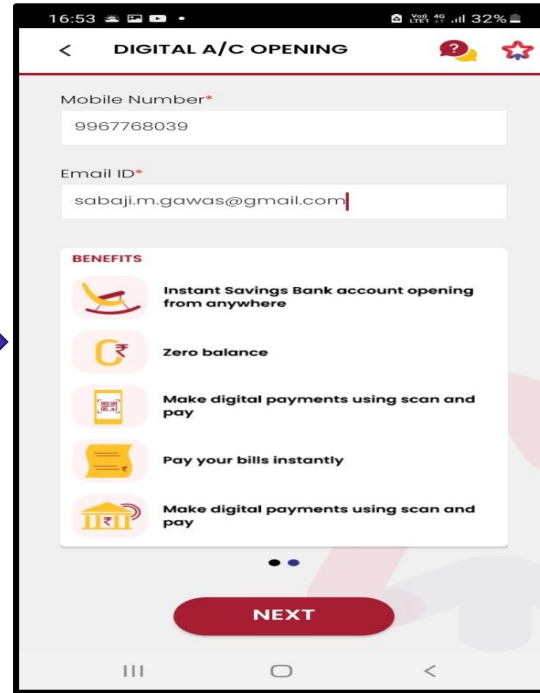
- 1 Customer approaches a merchant for account opening
- 2 Merchant seeks various customer details and enters in the Fino portal
- 3 Once verification process is completed, merchant shares the welcome kit and debit card to the customer over the counter and an annual subscription is upfront collected

# CASA - Digital Account Opening 1/3

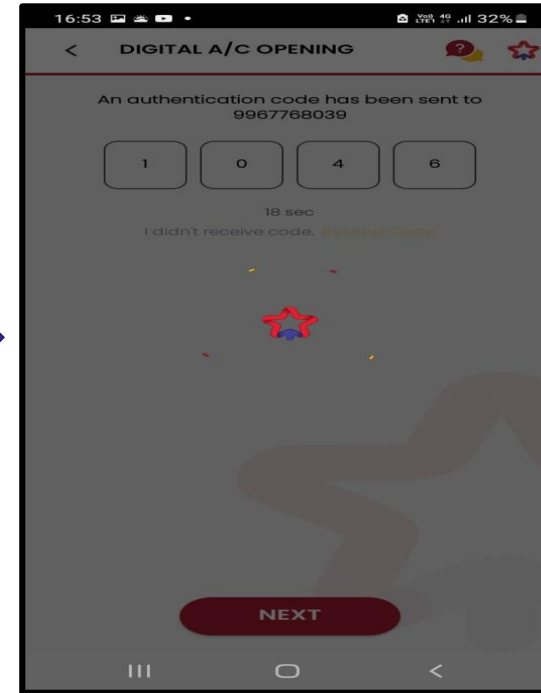
Open FinoPay App & choose Digital A/c Opening



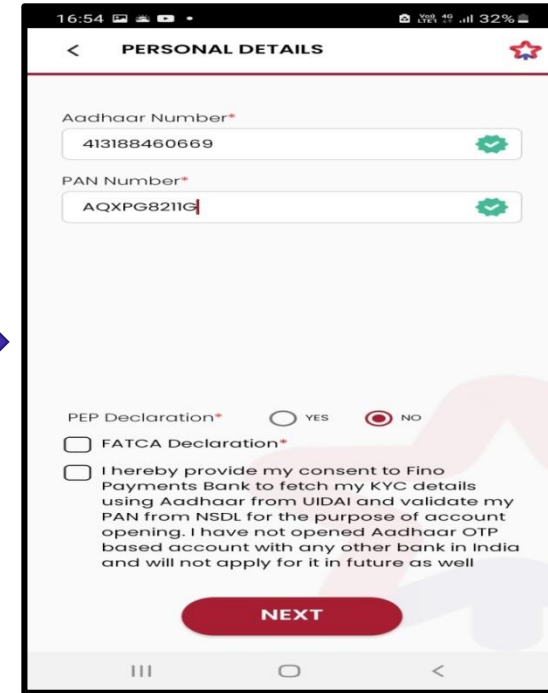
Insert Mobile number and Email ID



Insert OTP



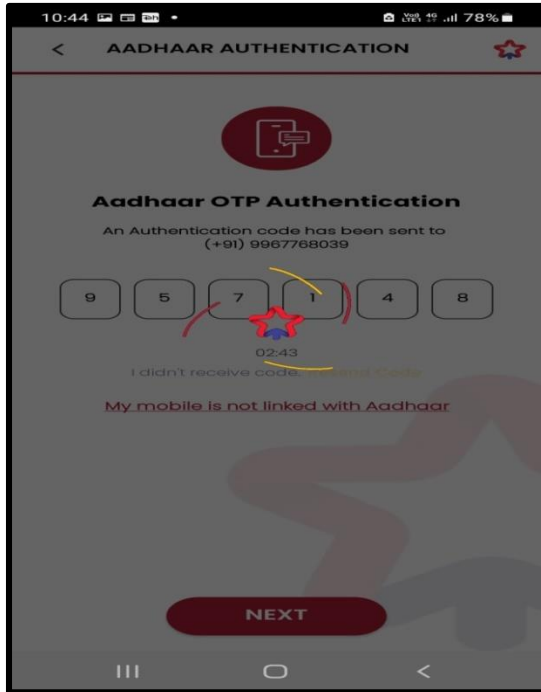
Insert Aadhar & PAN numbers





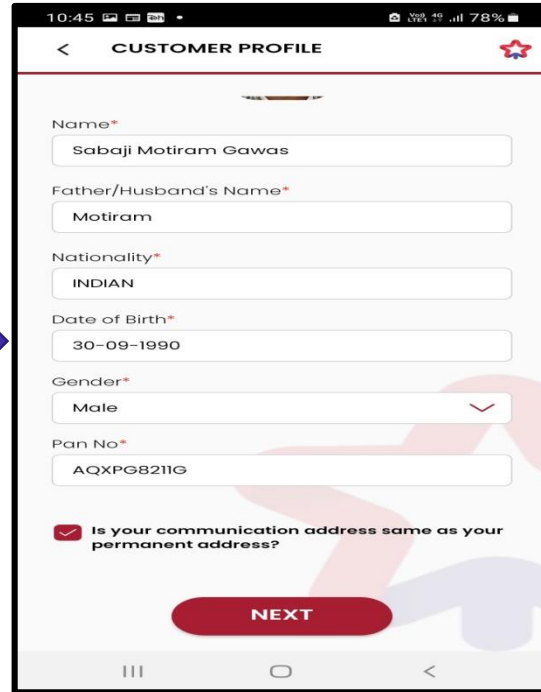
# CASA - Digital Account Opening 2/3

Insert OTP for Aadhar Authentication



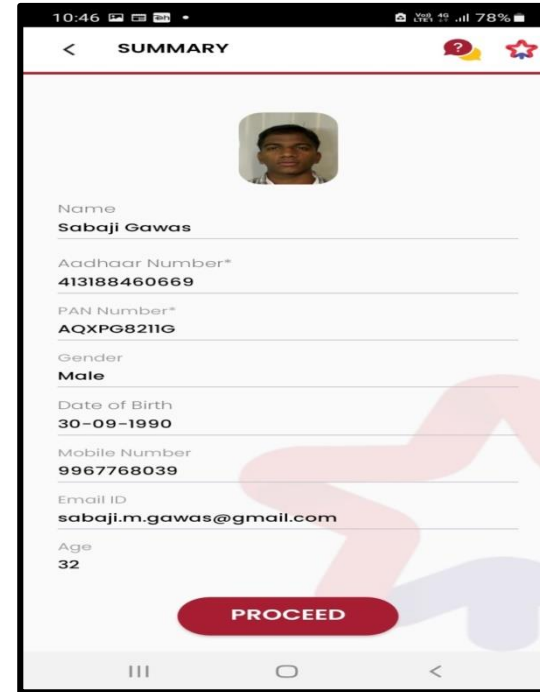
The screenshot shows the 'AADHAAR AUTHENTICATION' screen. It features a red star icon and the text 'Aadhaar OTP Authentication'. Below this, it states 'An Authentication code has been sent to (+91) 9967768039'. There are six input boxes for the OTP, with the first four containing the digits 9, 5, 7, and 1. A red star icon is positioned over the first box. Below the boxes, there is a timer '02:43' and a message 'I didn't receive code. Resend code'. At the bottom, there is a red button labeled 'NEXT' and a message 'My mobile is not linked with Aadhaar'.

Insert Basic & General Customer Information



The screenshot shows the 'CUSTOMER PROFILE' screen. It contains several input fields: 'Name\*' (Sabaji Motiram Gawas), 'Father/Husband's Name\*' (Motiram), 'Nationality\*' (INDIAN), 'Date of Birth\*' (30-09-1990), 'Gender\*' (Male), and 'Pan No\*' (AQXP68211G). There is a red checkmark and a checkbox labeled 'Is your communication address same as your permanent address?'. At the bottom, there is a red button labeled 'NEXT'.

Check Aadhar and PAN Information Provided



The screenshot shows the 'SUMMARY' screen. It displays a profile picture of a man. Below the picture, the following information is listed: 'Name Sabaji Gawas', 'Aadhaar Number\* 413188460669', 'PAN Number\* AQXP68211G', 'Gender Male', 'Date of Birth 30-09-1990', 'Mobile Number 9967768039', 'Email ID sabaji.m.gawas@gmail.com', and 'Age 32'. At the bottom, there is a red button labeled 'PROCEED'.


Check General Information Provided



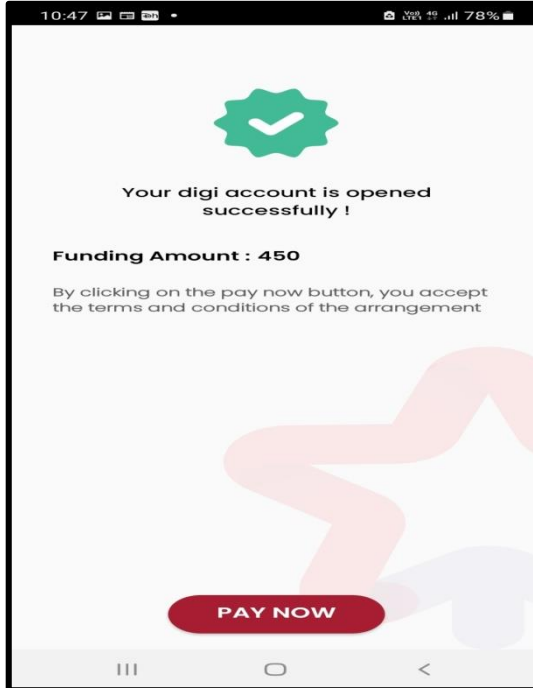
The screenshot shows the 'SUMMARY' screen. It displays the following information: 'Mother's Maiden Name Gopika', 'Marital Status Single', 'Education Type Graduate', 'Occupation Salaried', 'Annual Income Slabs 10-20lac', 'Name on the Debit Card SABAJI GAWAS', and 'Address where Debit Card will be delivered near lokmanya nagar pada no 3, 17/ b, shreesamarth suverna colony chaiti, nagar,Thane, 400606'. There is a red checkmark and a checkbox labeled 'I hereby agree to the Terms and Conditions laid down by the bank for the account opening process and all the details shared by me are correct.'. At the bottom, there is a red button labeled 'PROCEED'.

# CASA - Digital Account Opening 3/3

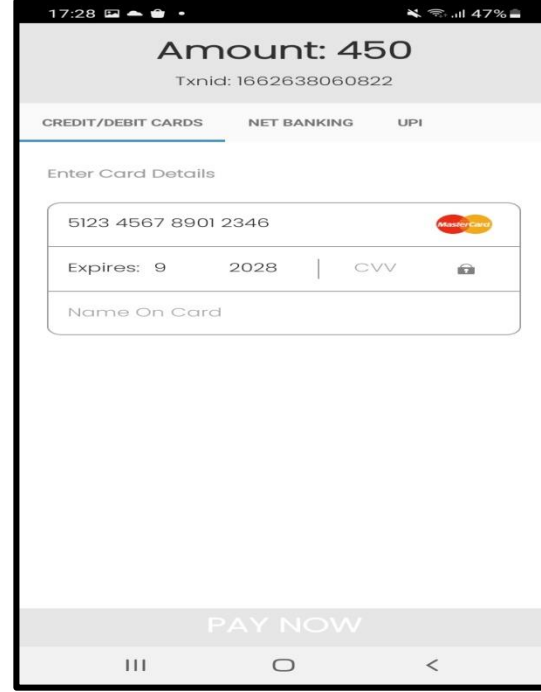
Select the Debit Card as per requirement & Verify



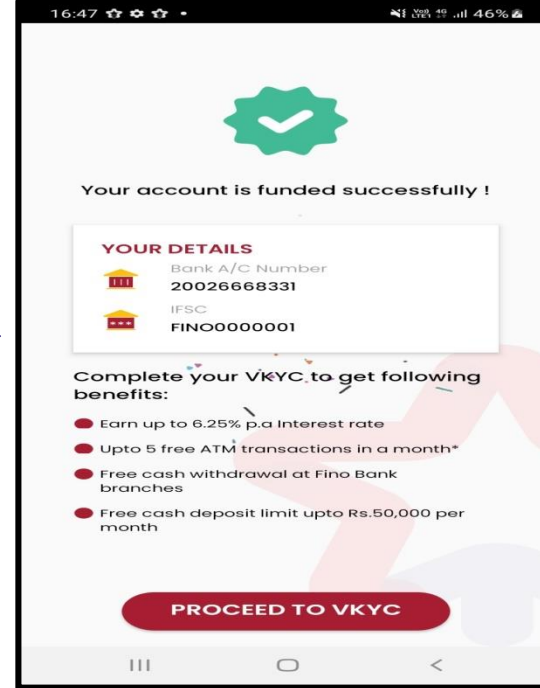
Congratulations! Your Fino Account is opened



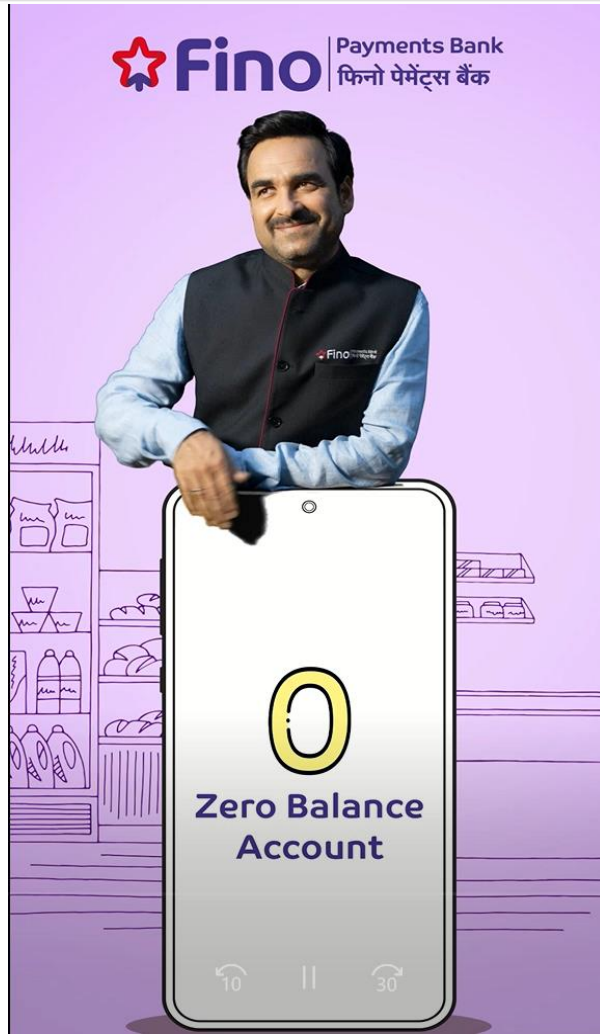
Deposit the amount in your account




Congratulations! your account has been funded



# Digital Marketing Push



 Payments Bank  
फिनो पेमेंट्स बैंक

A man in a blue shirt and black vest stands behind a large smartphone. The screen shows a large '0' and the text 'Zero Balance Account'. The background is a purple illustration of a grocery store.



 Payments Bank  
फिनो पेमेंट्स बैंक

Now get Banking and Entertainment hand-in-hand.

Get free subscription worth ₹ 450 of **Gaana** and **ErosNow**

For three months by opening finopay savings account in fino bank

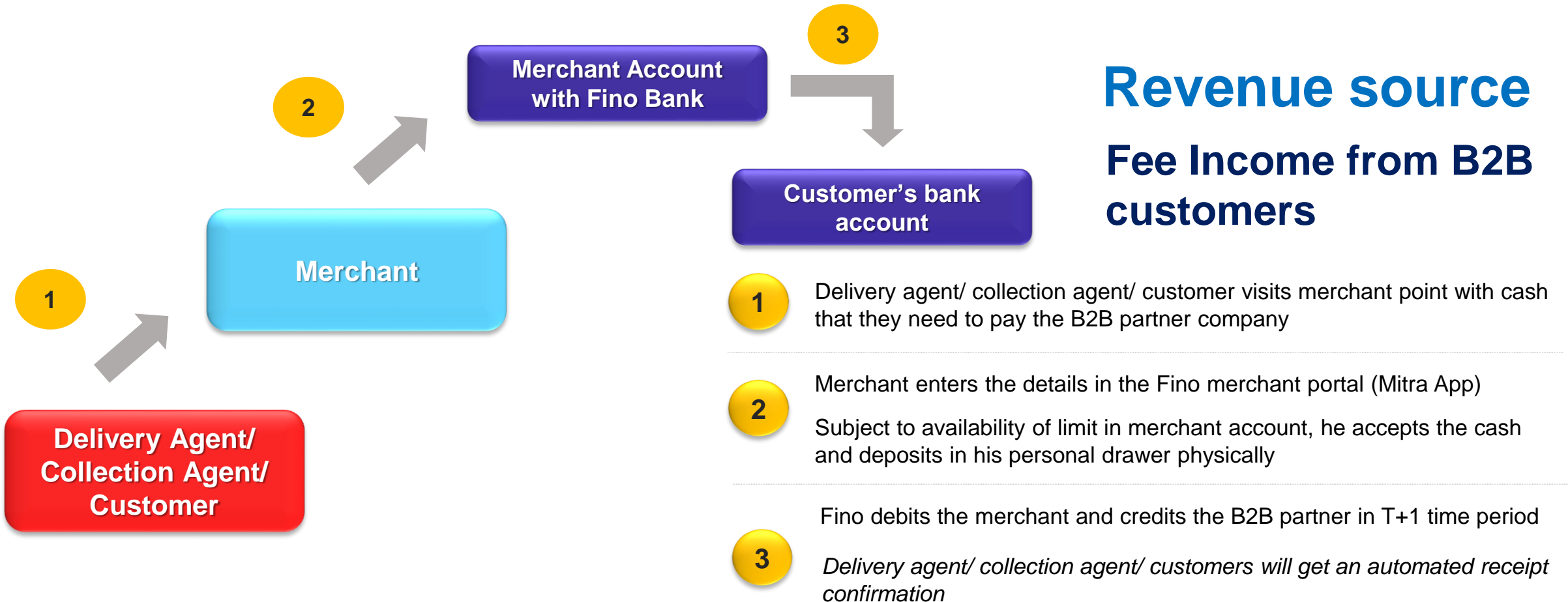

Scan  and Download FinoPay.

T&C apply

## Defining the problem statement, customer segment, potential and Fino's business value

- Use Case:** Companies which collect cash from their customers need to deposit the same at a bank branch for money in the account. They do the same at a nearest Fino merchant point. This saves the agent of time & travel to a branch and risk of carrying the cash
- Customer Segment:** NBFCs, MFIs, logistics, retail & B2B ecommerce, cab aggregators, agritech, retail, among others are the segment of companies – they collect cash either for loan EMIs or on COD orders from their retail customers
- Potential:** Companies require a massive network for collection activities on the ground. With overall growth in business of such companies, their collection requirements will also keep growing. They prefer pan-India players which cover a large geography. CMS is also a **cash digitizing product** wherein merchants receive cash which they can use to disburse through MATM & AEPS

## Understanding the process flow of a transaction



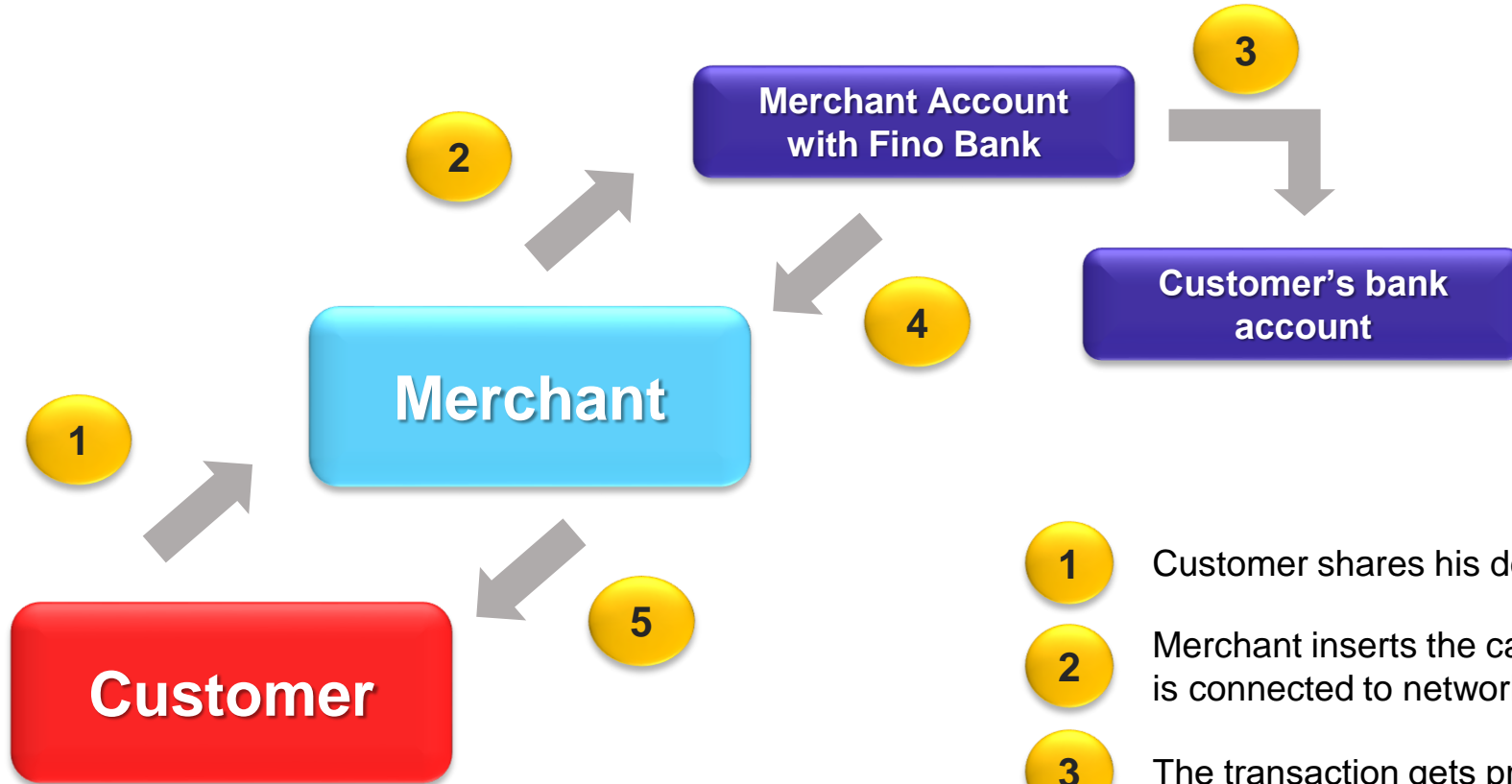
## Defining the problem statement, customer segment, potential and market size opportunity

**Use Case:** Beyond the metro and tier 1 cities, ATM penetration is low. Customers have to travel a distance to withdraw cash. The genesis of micro-ATM is to facilitate convenient cash withdrawal in the customers' neighbourhood at low costs to the merchant

**Customer Segment:** Customers in markets which don't have a deep ATM penetration. These would be the emerging India customers at the middle of the pyramid

**Potential:** As it becomes increasingly expensive for banks to maintain an ATM network and manage the cash logistics, micro-ATMs are poised to grow to fill up the void – plus the positive cost arbitrage for setting up a micro-ATM network also is an advantage

## Understanding the process flow of an MATM transaction



- 1 Customer shares his debit card to the merchant
- 2 Merchant inserts the card in his/ her micro-ATM handheld device – device is connected to network and also to the merchant portal of Fino
- 3 The transaction gets processed through Fino's CBS platform
- 4 Merchant gets credit of amount in his merchant account with Fino
- 5 Merchant then dispenses cash physically to the customer from his own drawer

**Revenue source**

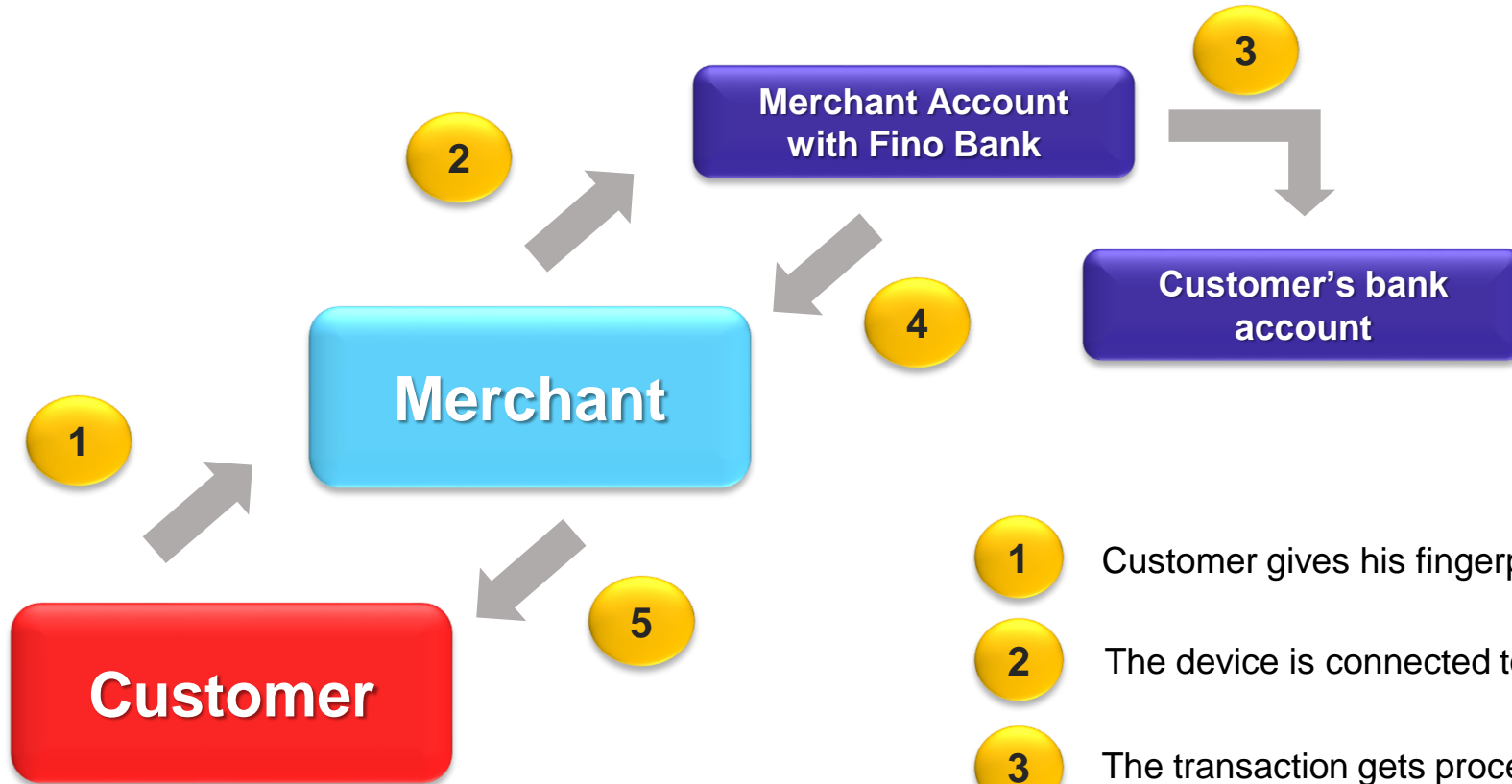
**Interchange Fees**

## Defining the problem statement, customer segment, potential and market size opportunity

- Use Case:** Customers often don't carry their ATM cards with them. Many at the bottom of the pyramid may not even have an ATM card. Most ATM kiosks will not be suitable for such customers – they have to visit a bank branch
- Customer Segment:** As opposed to micro-ATMs, these are customers who don't have debit cards or don't carry one frequently with them. They find it more convenient withdrawing with a fingerprint authentication
- Potential:** New-to-financial services customers will initially use basic services like AEPS before they migrate to other transaction mediums on alternate and digital channels as they gradually get familiar and comfortable with the system



## Understanding the process flow of an AEPS transaction



- 1 Customer gives his fingerprint on bio-authentication device of the merchant
- 2 The device is connected to network and also to the merchant portal of Fino
- 3 The transaction gets processed through Fino's CBS platform
- 4 Merchant gets credit of amount in his merchant account with Fino
- 5 Merchant then dispenses cash physically to the customer from his own drawer

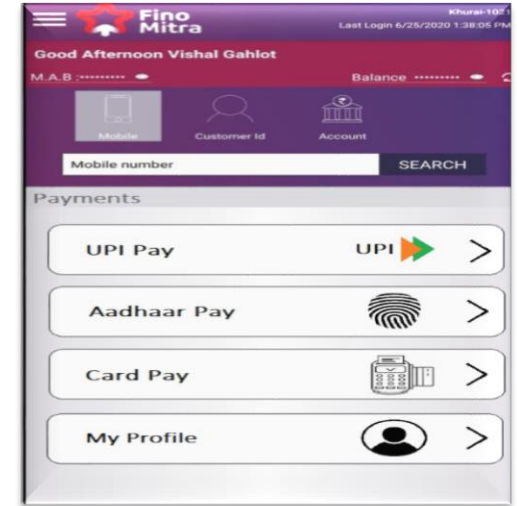
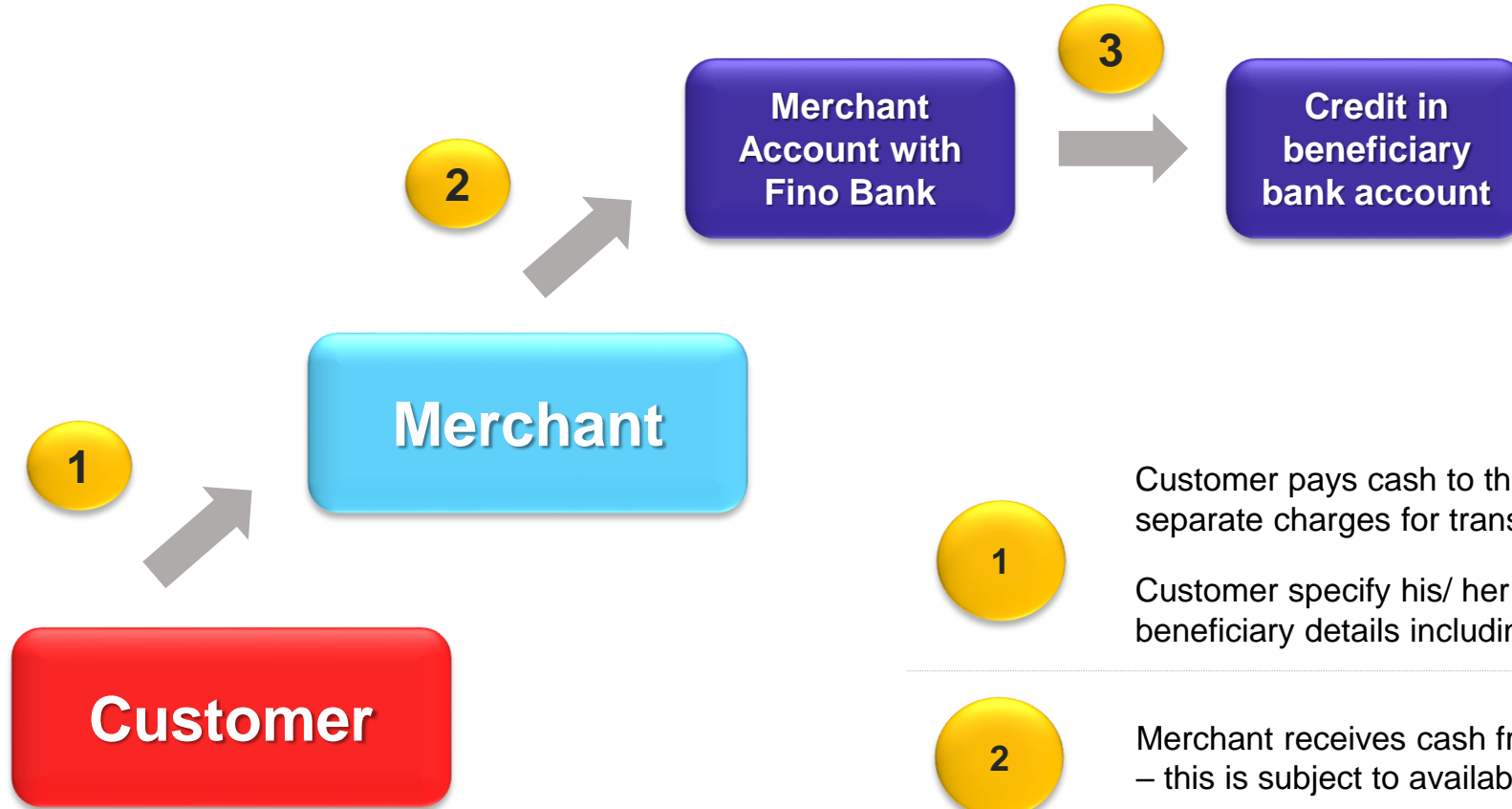
**Revenue source**

**Interchange Fees**

## Defining the problem statement, customer segment, potential and market size opportunity

- Use Case:** Customers having cash with them can visit a merchant point to transfer the same to a bank account on the beneficiary side. Remittance is essentially a cash digitizing product wherein customers on the transferring side need not have a bank account
- Customer Segment:** Typically Emerging India customers at the middle of the pyramid are our target segment. Such customers earn in the range of ₹10,000-40,000 per month. Other customers who deal in cash are also our target customers for this product
- Potential:** There has to be a player to digitize the cash till the last mile for commencement of a customer's digital journey – with a growing cash in circulation, the opportunity for this business is expected to multiply – remittance also leads to withdrawal of the cash, partly or full, on the other side through a micro-ATM or AEPS

## Understanding the process flow of an Remittance transaction



- 1 Customer pays cash to the merchant for transfer to beneficiary account – separate charges for transaction is also paid by customer to merchant
- 1 Customer specify his/ her own details as per AADHAR card as well as beneficiary details including bank account number to the merchant
- 2 Merchant receives cash from customer and deposits in his own drawer – this is subject to availability of limit in merchant account with Fino
- 3 He then transfers the amount to the respective beneficiary bank account
- 3 Post successful transfer, there will be an automated acknowledgement SMS sent to the transferring customer

Revenue source

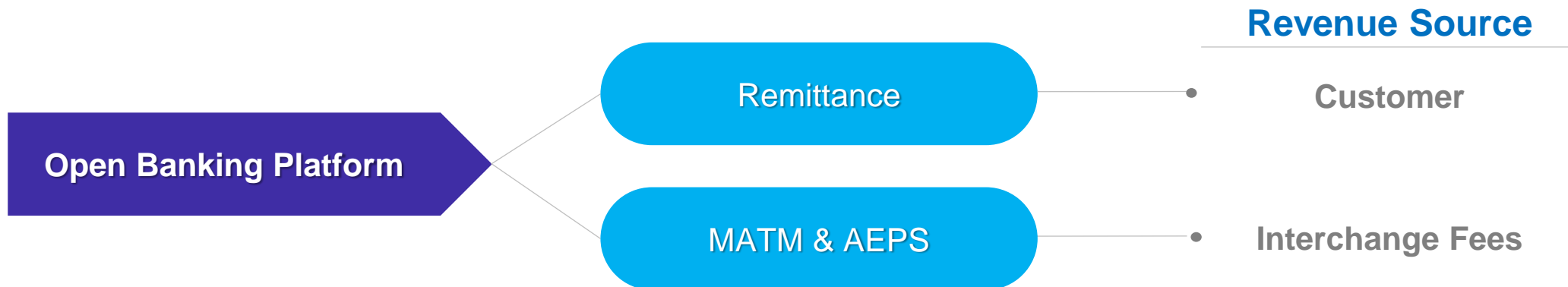
Customer

## Defining the problem statement, customer segment, potential and market size opportunity

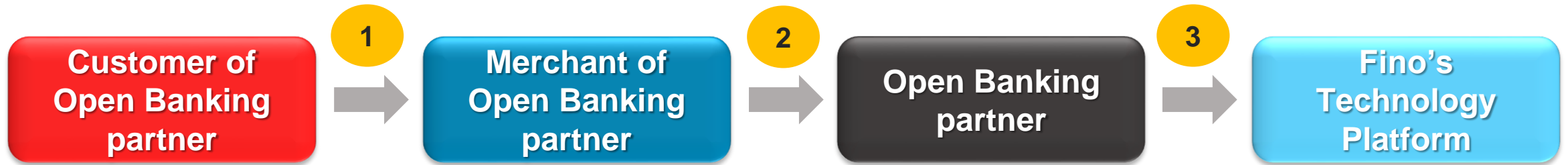
**Use Case:** Fintech players offering various payment products require a bank at the back-end to process a transaction. Being a bank, Fino can offer its technology platform to such fintechs

**Customer Segment:** Fintech partners who do not have a banking license of RBI

**Potential:** India is a huge country with a massive addressable market which cannot be catered by any single player. Multiple fintechs will have the last mile reach. However, not everyone can be given access to the secure banking platforms that are periodically audited by RBI. Such fintechs with the last mile reach will need a banking rail to carry out a transaction and for the banks, it is a perfect way to leverage their technology investments at no marginal costs



## Understanding the process flow of a transaction



- 1 Customers visit the merchant points of the Open Banking partner (API partners)
- 2 Merchant uses the technology front end of the Open Banking partner
- 3 Transaction is processed end-to-end through Fino's technology platforms

## Revenue source

**Customer (Remittance)  
Interchange Fees (MATM & AEPS)**

- ✦ *Fino Bank earns commission on every transaction*
- ✦ *Part of the commission is shared with the merchant and API partner*
- ✦ *Share of commission to Fino Bank is lower in Open Banking Channel as compared to same products on own banking channel*



**Thank You**